Budget 2008

THE RIGHT PLAN FOR TODAY & TOMORROW

Ministry Business Plans

Alberta

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MINISTRY BUSINESS PLANS

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READER'S GUIDE

As part of the Government of Alberta's commitment to be open and accountable to the public, as outlined in the *Government Accountability Act*, all ministries are required to prepare and make public three-year ministry business plans. The ministry business plans encompass the department and all consolidated entities of the ministry in its vision, mission, link to the *Government of Alberta Strategic Business Plan*, significant opportunities and challenges, strategic priorities, core businesses, goals, strategies and performance measures.

The Vision provides a clear, concise and compelling statement of the ministry's preferred future.

The Mission statement identifies the ministry's purpose and reason for existence. It describes what the ministry does, why and for whom.

The Link to the Government of Alberta Strategic Business Plan indicates ministries' linkages to the 10 governmental goals and the strategies that will be the focus of government over the next 12 months.

Significant Opportunities and Challenges describe environmental factors that could influence the ministry's ability to implement strategies or achieve goals.

Strategic Priorities outline issues of primary importance to the ministry. All ministry strategic priorities are aligned with one of the three Government Pillars – Greening Our Growth, Building Our Quality of Life, and Creating and Protecting Our Opportunities.

Core Businesses set out the ongoing key responsibilities of the ministry that support the mission and provide a high-level framework for achieving results and allocating resources.

Goals are broad statements describing the desired outcomes that the ministry wants to achieve in fulfilling its mission. For each of the goals, a **What it means** section explains the goal and what the ministry is doing on an ongoing basis in support of the goal.

Strategies outline specific courses of actions to be undertaken by the ministry to accomplish ministry goals.

Performance Measures are quantifiable indicators of progress towards achievement of ministry goals. Performance measures contain **Targets**, which identify a desired level of performance to be achieved in each of the three years of the business plan.

Additional components to the business plan may also be included by ministries in order to improve the reader's understanding of the ministry and its activities.

Numbering of items in the components of the business plan is done for ease of reference and does not indicate priority rankings.

Ministry business plans include budget information in the form of several financial tables. The **Expense by Core Business** table identifies all ministry expense as assigned to core businesses. The **Ministry Statement of Operations** table includes revenue and expense by each of the ministry's major programs. The **Consolidated Net Operating Result** table identifies total revenue and expense, adjusted for inter-ministry transactions. The **Capital Investment by Program** table is presented for those ministries that have significant capital investment.

Aboriginal Relations

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Gene Zwozdesky

Gene Zwozdesky, *Minister of Aboriginal Relations*
April 4, 2008

THE MINISTRY

The Ministry of Aboriginal Relations consists of the following divisions: First Nations and Métis Relations, Consultation and Land Claims, and Policy and Planning. The Ministry supports two important Métis institutions: The Métis Settlements Appeal Tribunal, a quasi-judicial body established by the *Métis Settlements Act*, which works to resolve disputes pertaining to land, membership and surface rights; and the Métis Settlements Ombudsman's Office, which investigates complaints regarding the administration of Settlement affairs. A shared service agreement with International and Intergovernmental Relations is in place for the provision of corporate services to Aboriginal Relations.

VISION

Strong and vibrant Aboriginal communities and people, fully participating in the opportunities of a prosperous and diverse Alberta.

MISSION

Lead the development of government-wide strategies and policies to enhance capacity and well-being of Aboriginal people, by building respectful relationships, collaborating and partnering with other ministries, Aboriginal governments and organizations, industry, other levels of government, and various stakeholders.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry supports goal nine of the 2008-11 Government of Alberta Business Plan – Alberta will have strong and effective municipalities and self-reliant Aboriginal communities. This goal is supported through consultation with Aboriginal people, governance initiatives and economic development strategies.

Government of Alberta Priority

Aboriginal Relations works on the government priority to *promote strong and vibrant communities.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

- The conclusion of new long-term governance and funding arrangements with the Métis Settlements will provide opportunities to enhance sustainability and self-reliance.
- As First Nations/Provincial relations continue to grow, opportunities arise to work together to achieve mutual goals and interests. The maintenance of effective relationships with First Nations will continue to be an important focus for the Ministry, particularly through the development of a Memorandum of Understanding with Alberta Treaty Grand Chiefs.
- Government, First Nations and industry will need to clearly establish the responsibilities of all parties in implementing the Alberta First Nation consultation policy. Ministry-specific operational guidelines will be critical to overall land and resource management.
- There is an opportunity to further the development of strategic partnerships between First Nations, Métis, industry and governments to enhance First Nation and Métis participation in the economy. Innovative approaches will be required to enhance governance, build capacity, establish appropriate regulatory frameworks and develop the labour force.
- The development of policies and guidelines to address court decisions regarding the Aboriginal rights of Métis people will require strategies respecting their rights, the views of First Nations, and the interests of industry, Albertans and other stakeholders.

STRATEGIC PRIORITIES 2008-11

Through the Minister's mandate letter and the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

BUILDING OUR QUALITY OF LIFE

1. Métis Settlements **Linkage: Goals 1 and 2**	Conclude the new long-term governance and funding arrangement with and for the Métis Settlements that is focused on effective governance, enhanced accountability and sustainability.
2. First Nations Relationships **Linkage: Goal 1**	Formalize relationships between the Government of Alberta and the Alberta Treaty Grand Chiefs (Treaty 6, 7 and 8) through a Memorandum of Understanding.
3. Consultation **Linkage: Goal 2**	Continue to implement the Aboriginal consultation strategy. This will require implementation of Alberta's consultation policy and guidelines, continued support for traditional use studies and the development of the Memorandum of Understanding with the Alberta Treaty Grand Chiefs.
4. Aboriginal Self-Sufficiency **Linkage: Goals 1 and 2**	Coordinate discussions and initiatives with First Nations, provincial Métis organizations, industry, Alberta ministries and, where appropriate, the federal government to improve overall outcomes for Aboriginal people, including their participation in the economy and economic development in Aboriginal communities.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: First Nations and Métis Relations

GOAL ONE 1

Build capacity for economic participation, self-reliance and effective governance within Aboriginal governments and organizations

What it means The Ministry provides advice and specialized knowledge to Aboriginal communities, organizations, provincial departments, federal and municipal governments and industry to support the well-being and self-reliance of Aboriginal people. Support is provided through participation in cross-ministry strategies affecting Aboriginal people, industry partnerships, urban Aboriginal initiatives, relationship building with Aboriginal governments and organizations, governance initiatives and capacity building.

Strategies

1.1 Lead the development of provincial strategies to guide Alberta's long-term future relationship with the Métis Settlements to enhance governance and self-reliance.

1.2 Lead the development of a Memorandum of Understanding to formalize government to government relationships with Alberta Treaty Grand Chiefs.

1.3 Support the development of strategic partnerships among industry, post-secondary education and training institutions and Aboriginal groups to enhance Aboriginal participation in the labour force and economic development.

1.4 Support inclusion of the needs of First Nation and Métis governments and organizations in the development and implementation of provincial social policies and initiatives, especially for Aboriginal women, children and youth.

1.5 Lead the participation of Alberta ministries in discussions on self-governance, as requested by First Nations and the federal government.

1.6 Work with Alberta ministries, federal and municipal governments, friendship centres and other Aboriginal organizations to support urban Aboriginal initiatives.

1.7 Work with the Métis Nation of Alberta Association and other Alberta ministries to achieve a renewed *Alberta/Métis Nation of Alberta Association Framework Agreement.*

1.8 Support economic, social and community development projects through the First Nations Development Fund.

1.9 Work with the federal government, other provinces, territories, and Aboriginal governments and organizations, to develop national and regional strategies to address Aboriginal issues.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Economic Partnerships: Number of First Nations negotiating strategic economic partnerships with industry and other organizations	17	18	22	26

Core Business Two: Consultation and Land Claims

GOAL TWO 2

Lead Alberta's Aboriginal consultation strategy and facilitate the resolution of land issues

What it means The Ministry has identified several strategic priorities related to Aboriginal governance and consultation. These include implementation of consultation policy guidelines, continued support for the development of traditional use studies to support consultation, and the establishment of regulatory frameworks on reserves to encourage economic growth.

Strategies

2.1 Work with Alberta ministries, the federal government and First Nations toward timely resolution of land-related negotiations, including treaty land entitlement claims for which Alberta has an obligation under the *Natural Resources Transfer Agreement*.

2.2 Coordinate participation of Alberta ministries with First Nations and industry in the implementation of Alberta's consultation policy.

2.3 Work with First Nations on the development of traditional use data and protocols used for land management and resource development consultations.

2.4 Lead Alberta's participation in discussions with First Nations and the federal government, as requested, on the establishment of mechanisms for the removal of barriers to economic activity on First Nations reserves.

2.5 Work with Alberta ministries, the Métis Settlements General Council and the Métis Nation of Alberta Association to clarify Alberta's responsibilities with respect to consultation with Métis people.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Land Claims and Related Agreements: Progress on the negotiation and implementation of land claims and related agreements[1]				
• Number of final agreements	6	3	3	3
• Number of fully implemented agreements	11	15	17	19
2.b Data Sharing Protocols: Number of collaborative traditional use data sharing protocols negotiated with First Nation communities[2]	30	35	n/a	n/a
2.c Contacts for Consultation: Number of First Nations with a single point of contact for consultation	35	37	39	41

Notes:

1. The Ministry coordinates Alberta's participation in the negotiation of land claims and related agreements between the Government of Canada and First Nations and ensures that the obligations of the province are fulfilled. The figures for performance measure 2.a indicate the status of the negotiations at the end of the fiscal year. For example, if a final agreement is fully implemented during the year, it is counted as a fully implemented agreement and no longer counted as a final agreement.
2. Performance measure 2.b will discontinue after 2008-09 – the final year of the program funding. Therefore, targets for 2009-10 and 2010-11 are not applicable (n/a).

EXPENSE BY CORE BUSINESS

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
First Nations and Métis Relations	43,499	64,923	80,940	102,044	109,303	113,542
Consultation and Land Claims	12,151	14,509	14,517	14,959	11,826	11,961
MINISTRY EXPENSE	55,650	79,432	95,457	117,003	121,129	125,503

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	14,220	40,200	56,200	78,200	86,200	91,200
Other Revenue	437	-	21	-	-	-
MINISTRY REVENUE	14,657	40,200	56,221	78,200	86,200	91,200
EXPENSE						
Program						
Ministry Support Services	2,671	2,369	2,394	3,366	3,449	3,525
First Nations and Métis Relations	11,237	21,262	21,262	19,550	18,683	17,848
Métis Settlements Appeal Tribunal	1,040	1,034	1,034	1,075	1,099	1,122
First Nations Development Fund	14,220	40,000	56,000	78,000	86,000	91,000
Métis Settlements Governance	4,086	-	-	-	-	-
Consultation and Land Claims	11,261	13,719	13,719	13,837	10,676	10,786
Policy and Planning	1,130	1,048	1,048	1,175	1,222	1,222
Métis Settlements Legislation	10,000	-	-	-	-	-
Valuation Adjustments and Other Provisions	5	-	-	-	-	-
MINISTRY EXPENSE	55,650	79,432	95,457	117,003	121,129	125,503
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(40,993)	(39,232)	(39,236)	(38,803)	(34,929)	(34,303)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	14,657	40,200	56,221	78,200	86,200	91,200
Inter-ministry consolidation adjustments	(14,220)	(40,200)	(56,200)	(78,200)	(86,200)	(91,200)
Consolidated Revenue	437	-	21	-	-	-
Ministry Expense	55,650	79,432	95,457	117,003	121,129	125,503
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**55,650**	**79,432**	**95,457**	**117,003**	**121,129**	**125,503**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(55,213)	(79,432)	(95,436)	(117,003)	(121,129)	(125,503)

Advanced Education and Technology

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Doug Horner

Doug Horner, *Minister of Advanced Education and Technology*
April 4, 2008

THE MINISTRY

The Ministry of Advanced Education and Technology consists of the following entities for budget purposes: Department of Advanced Education and Technology, the Access to the Future Fund, Alberta Research Council Inc., the Alberta Enterprise Corporation, and iCORE Inc.

The following councils, boards, and authorities provide policies, guidelines and advice to the Minister: the Alberta Council on Admissions and Transfer, the Alberta Apprenticeship and Industry Training Board, the Campus Alberta Quality Council, the Students Finance Board, the Access Advisory Council, and the Alberta Science and Research Authority and its associated institutes including: Alberta Life Sciences Institute; Alberta Agricultural Research Institute; Alberta Forestry Research Institute; Alberta Energy Research Institute; and Alberta Information and Communications Technology Institute.

The Minister also has responsibility for legislation pertaining to the Alberta Heritage Foundation for Medical Research and the Alberta Heritage Foundation for Science and Engineering Research (operating under the trade name Alberta Ingenuity).

The Ministry's 2008-11 business plan identifies how it plans to work over the next three years to enhance advanced learning opportunities and innovation for all Albertans.

Alberta's advanced learning system is composed of public board-governed institutions, the apprenticeship and industry training system, community consortia, private providers and community-based organizations. In collaboration with the advanced learning system, industry, communities, government agencies and non-governmental organizations, Advanced Education and Technology strives to create accessible, affordable and quality learning opportunities that are responsive to the ongoing learning needs of Albertans.

Alberta's innovation system, which includes government working collaboratively with industry and academia, strives to create, develop and implement innovation policies, practices and programs that are critical for Alberta if it is to sustain and enhance current levels of prosperity and a high quality of life over the longer term. The Ministry cooperates with key innovation support agencies to foster support for commercialization and innovation activities across the province.

Advanced Education and Technology supports the Government of Alberta's vision to build a vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children. Advanced Education and Technology's vision describes its preferred view of the future, and its mission describes the Ministry's purpose and reason for existence.

VISION

Alberta prospers through innovation and lifelong learning.

MISSION

Advanced Education and Technology provides strategic leadership for the development of the next generation economy in Alberta through the provision of accessible, affordable and quality learning opportunities for all Albertans and support for a dynamic and integrated innovation system.

The Ministry's vision and mission reflect that skilled and highly qualified people are key elements in a successful economy. A highly skilled and qualified workforce and the innovative development and application of science and technology are essential for the creation, growth, and retention of globally competitive knowledge-intensive companies. Providing all Albertans with affordable access to high quality learning opportunities will ensure that Albertans possess the skills to succeed over their lifetimes. Only then can Alberta fulfill its hope of being a province where the generation of ideas is met by an environment that has the means to commercialize new products and services, creating a prosperous and sustainable future for all Albertans. Reflecting this, the Ministry has identified the following principles to be fundamental in the pursuit of its vision and mission.

PRINCIPLES

Accessibility	Anyone who wants to pursue advanced learning in Alberta should be able to do so.
Affordability	Education must be affordable if it is to be an accessible lifelong pursuit for Albertans.
Diversity	Alberta's advanced learning and innovation system must respect a rich diversity of communities, cultures, traditions, learner aspirations and abilities.
Collaboration and Alignment	A resilient, responsive and adaptable learning system, as well as Alberta's ability to capture value through innovation, must be built on a strong foundation of partnerships, coalitions and networks so that efforts are aligned with desired outcomes.
Global Excellence and Competitiveness	Alberta's advanced learning system's research, technology, and knowledge transfer capacities and capabilities must be world class for Alberta to achieve excellence and be globally competitive. They must meet the needs of learners, enable Alberta to attract and retain highly qualified students and personnel, and foster company creation, growth and attraction.
Sustainability	Alberta's advanced learning system and innovation framework must focus on the sustainability of its investments to ensure the province's long-term success in a knowledge-based global economy.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Advanced Education and Technology ensures that its strategic priorities, goals, outcomes and strategies support the goals in the Government of Alberta three-Year Business Plan and the Government's priorities in the Strategic Business Plan. The following summarizes the linkages between the Ministry business plan and the Government of Alberta's goals and priorities.

Government of Alberta Goal 1: Alberta will have a prosperous economy
Ministry Support for Goal 1

- Improve the capacity and capabilities of firms and institutions to engage in research and development activities in the strategic priority areas of energy, life sciences, information and communications technology, and nanotechnology.
- Support innovation and knowledge development within the advanced learning system, research organizations, and industry, by adopting strategies to develop, attract and retain highly skilled people and developing a framework to support the emergence of centres of excellence.
- Work with partners and stakeholders to accelerate technology commercialization and value-added innovation in Alberta.
- Encourage technology commercialization and increase the Canadian venture capital invested in Alberta, by such means as the establishment of the Alberta Enterprise Corporation.

Government of Alberta Goal 2: Albertans will be well prepared for lifelong learning
Ministry Support for Goal 2

- Develop a provincial access framework and work with partners to align post-secondary capacity and supply with learner and labour market demand.

- Implement a funding mechanism that better aligns system outcomes, including quality, access, responsiveness, collaboration, and institutional mandates.
- Continue to implement elements of the Affordability Framework to assure inclusion of all learners and ensure that financial need is not a barrier to participation in the advanced learning system.
- Create responsive policies and programs to address the increasingly diverse needs of learners and encourage high rates of participation among all Albertans, including Aboriginal learners, rural Albertans, immigrants and those who are socio-economically disadvantaged.
- Encourage increased industry participation and investment in the apprenticeship and industry training system.
- Develop and implement initiatives to leverage the full potential of community-based adult learning programs.
- Continue to pursue the achievement of national and international standards of excellence, and active involvement in cross-ministry, inter-provincial and international collaboration that will lead to increased standards of performance.

Government of Alberta Priorities
Lead the following Government Priority

- *Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy.*

Work with Health and Wellness on the following Government Priority

- *Increase access to quality health care and improve the efficiency and effectiveness of health care service delivery.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The key to Alberta's future prosperity, economic growth, and healthy communities is a robust, diverse economy based on knowledge and research and driven by Albertans with a desire to learn and innovate throughout their lives. An affordable, accessible, and high quality advanced learning system and an innovative economy with thriving knowledge transfer and technology commercialization capabilities are vital to facilitating and securing economic success, social well-being, and a knowledgeable and healthy citizenry. These long-term objectives are central to the Ministry's 2008-11 business plan. The following opportunities and challenges are considered significant in that they could impact the Ministry's ability to implement strategies and achieve its business plan goals.

Responding to Economic Growth

Alberta's economic strength over the past several years has introduced pressures on the advanced learning and innovation systems, particularly in delivering advanced learning and apprenticeship spaces, staffing post-secondary institutions, and funding capital infrastructure. The Ministry is faced with the challenge of managing the short-term impacts of current economic conditions in the province while taking a balanced approach to promoting long-term economic growth and continuing to build a world class advanced learning and innovation system. The short-term needs of the economy must be balanced with the long-term needs of learners and society.

In the short-term, aligning system capacity and supply with learner and labour market demand is a significant challenge, due in part to the ongoing strong growth in the provincial economy. As well, the learning and innovation systems face global competition in attracting, developing, and retaining highly skilled and qualified people who are essential to realizing the province's innovation capacity. There is a need to be flexible to respond to changes in the economy and address skilled labour shortages.

In the long-term, the current strength of the economy provides both challenges and opportunities. The strong economy may be drawing potential learners away from pursuing advanced learning opportunities, possibly leading to lower educational attainment levels in the future. This trend could have long-term opportunity costs for learners and Alberta. Although Alberta has enjoyed strong economic growth over the past several years and this will likely continue for the near future, a shift in the labour market could lead to higher enrolments as Albertans return to learning to increase their skills. Alberta has the opportunity to prepare for this by building into the advanced learning system the flexibility to accommodate an influx of learners and to enhance the system's ability to allow learners to increase their educational attainment while they are working.

Fostering Economic Diversification

A diverse, innovative, productive, and knowledge-based economy will form the basis for Alberta's future economic growth and prosperity. Alberta's economy remains largely based on non-renewable natural resources and price driven export revenue, which leaves the province vulnerable to global shifts in demand and commodity prices. In the short-term, current levels of investment and labour intensity in the energy sector will continue to impact other sectors of the economy.

The advanced learning and innovation systems are challenged to respond to the short-term needs of the labour market while stimulating long-term economic sustainability through research, innovation and commercialization, and the creation of an educated society. Sustaining traditional economic sectors while building Alberta's value-added and technology sectors will reduce dependency on any one sector of the economy and provide the foundation to sustain Alberta's economic growth and prosperity into the future. The learning and innovation system must play a key role in stimulating creative ideas, as well as maximizing the return from research investments by managing those investments effectively and focusing on strategic niches where Alberta can be a market leader.

As we strive to respond to economic growth and foster economic diversification, we must ensure that science and technological innovation continue to provide solutions to ongoing economic, health and environmental challenges. In this regard, Advanced Education and Technology has opportunities to improve the efficiency and effectiveness of public research and facilitate the translation of research into commercial realities, encourage enhanced business research and development, foster closer interactions with the universities, colleges, technical institutes, firms, government labs and society in general, and encourage the development of highly skilled and qualified people.

Adapting to Changes in the Knowledge Creation and Transfer Process

The creation and transfer of knowledge is a critical part of the underlying foundation for any economy hoping to meet the challenges of global competitiveness. Alberta has recognized this and is moving away from research conducted in discrete disciplines and toward support of researchers and a research system that is more cross disciplinary and networked. The system also faces the challenge of becoming more responsive to a broader range of stakeholders – government, industry, research institutions, and academia – whose interests range from traditional basic research through to the application of research for commercialization purposes, thus enhancing wealth creation in Alberta and ensuring a more value-added economy and sustainable prosperity.

Ensuring Accessibility for all Learners

The educational participation rate of Albertans is lower than the Canadian average. Ensuring high levels of access and participation requires that the advanced learning system be optimally configured to meet the needs of learners and society. This includes aligning system capacity and supply with the demands of the economy and learners, and long-term capital and program planning that is based on reliable information and evidence-based decision-making. Alberta's capacity to expand access also will rely on the ability of the advanced learning system to be more adaptive, flexible in delivery, responsive, and inclusive of learners currently under represented in the learning system, including Aboriginal Albertans and persons with disabilities.

Increasing the participation of Albertans in advanced learning introduces a number of complex and interrelated issues. These issues include raising aspirations and awareness of Albertans of the importance and value of learning and ensuring the system responds to the increasingly diverse needs of learners. It is also important to ensure that disadvantaged learners have the foundational skills necessary to access the advanced learning system. Providing relevant information to learners and parents and effective collaboration with partners could ease learning transitions and provide opportunities to engage more Albertans in lifelong learning. Removing affordability barriers to learning will require ongoing implementation of strategies identified under the Affordability Framework, inclusive of ongoing enhancements to Student Financial Assistance programs. In addressing the financial need of learners it is important to meet rising living and learning costs, while allowing Alberta students to graduate without carrying unmanageable debt.

Strengthening Community Capacity

Creating a learning and innovative society and a knowledgeable citizenry will rely on our ability to ensure that Albertans, wherever they live, have access to the full spectrum of learning opportunities, including quality literacy and foundational learning programs. Opportunities exist to increase Albertans' engagement in lifelong learning through strengthening the community-based adult learning system and improving its integration into the advanced learning system.

Other opportunities exist in new approaches, such as increased support for prior learning assessment and recognition and credential laddering, to enhance recognition of learners' abilities and skills and facilitate their transitions into learning, through the learning system, and out into the workplace and society. With large numbers of newcomers arriving into all areas of the province each year, Alberta's advanced learning system also must be able to meet the learning needs of immigrants to facilitate their transition and integration into the labour market and society.

STRATEGIC PRIORITIES 2008-11

The Ministry provides strategic leadership to the advanced learning and innovation system. The strategic priorities described below support the Government's Pillars "Creating and Protecting our Opportunities" and "Building our Quality of Life." These strategic priorities are in addition to the Ministry's important ongoing core activities.

CREATING AND PROTECTING OUR OPPORTUNITIES

1. Technology Commercialization

Linkage: Goal 5

A diverse, innovative, productive, and knowledge-based economy will form the basis for Alberta's future economic growth and prosperity. Diversification of Alberta's economy will require strategies to attract, develop, grow and retain successful and innovative knowledge-based companies.

A specific initiative for the Ministry will be to:

- Encourage technology commercialization and increase Canadian venture capital invested in Alberta, in part by establishing the Alberta Enterprise Corporation.

2. Increase Post-Secondary Spaces

Linkage: Goals 1 and 2

People are the key to Alberta's future prosperity. The achievement of adult learners depends upon their ability to access the advanced learning system and make effective transitions through the learning system, and out into the workplace and society.

A specific initiative for the Ministry will be to:

- Increase post-secondary spaces available to high demand areas like health and trades over the next two years.

3. An Affordable Learning System

Linkage: Goal 3

Ensuring that Albertans have access to learning opportunities requires that those opportunities be affordable to learners and their families.

A specific initiative for the Ministry will be to:
- Reduce the interest rate on student loans from prime plus 2.5 percentage points to prime.

4. Research and Innovation

Linkage:
Goal 1 and 4

Alberta seeks to develop the capacity and capabilities within the province for outstanding research and innovation that can improve quality of life, foster new business opportunities, enhance economic growth in the province, and increase knowledge and skills in scientific fields in support of future discoveries.

A specific initiative for the Ministry will be to:
- Develop and implement a framework that defines the roles and mandates for publicly funded organizations that support world class research and innovation in Alberta.

5. Roles and Mandates Policy Framework

Linkage:
Goals 1, 2 and 3

The government has endorsed a Roles and Mandates Policy Framework for Alberta's publicly funded advanced education system. Implementation of this Policy Framework now becomes a significant focus for the Ministry.

Specific initiatives for the Ministry will include the following:
- Development of a provincial access framework and institutional access plans; and
- Development of an outcomes focused resource allocation model.

6. Building and Educating Tomorrow's Workforce

Linkage:
Goals 1 and 2

Alberta's future prosperity will depend on a knowledgeable citizenry and a highly skilled workforce. This requires an advanced learning system that gives learners the opportunities and tools to succeed and excel.

A specific initiative for the Ministry will be to:
- Continue to co-lead the Government of Alberta's comprehensive labour strategy, *Building and Educating Tomorrow's Workforce*.

BUILDING OUR QUALITY OF LIFE

7. Health Care Professionals

Linkage:
Goals 1, 2 and 3

The department is committed to supporting Alberta Health and Wellness to ensure Alberta has the health care professionals needed to meet future demand.

Specific initiatives for the Ministry will be to:
- Increase the number of physician graduates from 227 to 295 by 2012.
- Increase the number of Registered Nurse graduates from 1,375 to 2,000 by 2012.
- Increase the number of Licensed Practical Nurse graduates from 559 to 1,000 by 2012.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Advanced Education and Technology has identified three core businesses that describe the ongoing key responsibilities of the Ministry. Under these core businesses are goals with specific outcomes that describe the end results the Ministry wants to achieve in fulfilling its mission. Advanced Education and Technology has identified strategies for 2008-11 that support the Ministry's outcomes and goals and the government's three-year business plan. Performance measures indicate the degree of success the Ministry has in achieving its outcomes and goals.

Core Business One: Provide Strategic Leadership for Alberta's Advanced Learning and Research System

GOAL ONE

Alberta's advanced learning and research capacity aligns with learner and labour market demand and serves the needs of a knowledge-intensive society

What it means Advanced Education and Technology strives to provide the right learning and research opportunities for adult Albertans at the right time, in the right place. It does this through policy, programming, and funding support to post-secondary institutions, by funding the acquisition of research equipment to support research initiatives, and by working with other ministries and stakeholders to identify emergent needs in the economy and society. It also does this through the development of access plans, including regional considerations, to align learning opportunities with identified needs. The Ministry strives to serve the needs of Albertans by providing funding for the expansion and maintenance of post-secondary infrastructure.

The following have been identified as Goal 1 outcomes:

- Enrolment capacity in the advanced learning system responds to learner and labour market demand.
- Research capacity serves the needs of a knowledge-intensive society.

Strategies

1.1 Implement strategies to support the Roles and Mandates Policy Framework for Alberta's publicly funded advanced education system.

1.2 Develop a provincial access framework that identifies learner demand, occupational demand, and growth program areas.

1.3 Increase enrolment capacity in the post-secondary system to meet learner and labour market demand consistent with the provincial access framework and in alignment with government-wide priorities.

1.4 Expand access for Aboriginal Albertans by building partnerships and capacity with providers of Aboriginal adult learning opportunities, including working with Aboriginal colleges to facilitate recognition of programs and expanded transfer in the advanced learning system.

1.5 Enhance the infrastructure of Alberta's public post-secondary system to facilitate delivery of high quality advanced learning opportunities throughout the province.

1.6 Enhance learner access and entrance into the advanced learning system through the use of technology, innovation, and collaboration with post-secondary institutions.

1.7 Align capital planning to respond to the enrolment and research capacity needs of the advanced learning and research system.

1.8 Support Alberta Health and Wellness to increase access to quality health care and improve the efficiency and effectiveness of health care service delivery.

1.9 Work with partners and stakeholders to develop a collaborative, networked, and multidisciplinary research system that spurs innovation.

1.10 Review research capacity in Alberta's advanced learning and innovation system to allow enhanced alignment of research and innovation capacity with the needs of the system.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Public satisfaction that adult Albertans can access education or training	79%	79%	80%	81%
1.b Total sponsored research revenue attracted by Alberta universities ($ million)	686.5	700.2	714.2	728.5
1.c Total sponsored applied research revenue attracted by Alberta technical institutes and colleges ($ million)	5.8	5.8	5.8	5.8

Core Business Two: Foster a Culture of Learning that Develops Highly Skilled and Qualified People

GOAL TWO

Albertans are able to participate fully in lifelong learning

What it means Advanced Education and Technology seeks to provide increased access to high quality advanced learning opportunities for all adult Albertans. It does this through policy, programming and funding support to post-secondary institutions, by encouraging and enabling participation in learning by Aboriginal Albertans and other traditionally under-represented groups of learners, and by working with industry to facilitate the development of training and certification standards in the apprenticeship and industry training system. Ensuring that prior learning, skills, and experience are appropriately recognized and that credentials are transferable into, within, and out of Alberta is important to allow global movement of learners to take place. It is also important to allow Alberta learners to move easily through a broad array of learning opportunities and to foster a culture of lifelong learning.

The following have been identified as Goal 2 outcomes:

- A broad array of learning opportunities is available within local communities.
- Albertans participate in the advanced learning system.
- Alberta is recognized globally as a destination of choice for international students, faculty, and researchers.
- Credentials, prior learning, skills, and experience are valued and recognized.
- Graduates achieve positive learning outcomes.

Strategies

2.1 Provide opportunities in local communities for Albertans including Aboriginal, immigrant, youth, and other under represented groups to access programs that offer literacy, English as a Second Language, and lifelong learning.

2.2 Expand community capacity by providing opportunities to ensure community programs are addressing literacy, English as a Second Language, and other learning needs of adults.

2.3 Develop innovative approaches to increase participation of Aboriginal, immigrant, and other under-represented groups in learning opportunities.

2.4 Enhance parents' and learners' knowledge and awareness of Alberta's advanced learning system, planning tools, and financial support options through a collaborative raising-awareness program.

2.5 Develop innovative approaches to improve participation and achievement in apprenticeship and industry training in response to industry needs.

2.6 Encourage increased industry participation and investment in the apprenticeship and industry training system in collaboration with the Alberta Apprenticeship and Industry Training Board, employers, and other stakeholders.

2.7 Implement the international education action plan to facilitate the internationalization of Alberta's advanced learning system and enhance opportunities for Alberta students to engage in international education experiences.

2.8 Work with institutions, employers and professional associations to encourage the recognition of credentials, competencies, prior learning, and work experience of current and prospective Albertans.

2.9 Through the Campus Alberta Quality Council, work with other quality assurance agencies, post-secondary institutions, and other stakeholders to enhance the recognition of Alberta's degree programs and graduates.

2.10 Work with the Ministry of Employment and Immigration to implement the *Building and Educating Tomorrow's Workforce* strategy.

Performance Measures	**Last Actual (year)**	**Target 2008-09**	**Target 2009-10**	**Target 2010-11**
2.a Public agreement that programs, classes or courses are offered in locations (including online) that are easily accessible	77% (2006-07)	78%	78%	79%
2.b High school to post-secondary transition rate of students within six years of entering Grade 10	59.5% (2005-06)	61%	61%	62%
2.c Proportion of Albertans aged 18-34 participating in post-secondary education	17% (2007)	19%	20%	21%
2.d New apprentices registered (five year average)	15,879 (2006)	16,100	17,200	17,200
2.e Aboriginal learners participating at post-secondary institutions	7,674 (2006-07)	7,700	7,800	7,900

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
2.f Aboriginal learners participating in apprenticeship	1,262 (2006)	1,400	1,450	1,500
2.g Educational attainment of Albertans aged 25 to 64:				
• Proportion having completed post-secondary education	59% (2007)	60%	61%	62%
2.h Educational attainment of Aboriginal Albertans aged 25 to 64:				
• Proportion having completed post-secondary education	45% (2007)	45%	45%	46%
2.i International visa students registered at Alberta post-secondary institutions	9,196 (2005-06)	9,400	9,500	9,600
2.j Percentage of post-secondary graduates with prior learning who reported that they had received the transfer credit they expected	91% (2005-06)	n/a	90%+	n/a
2.k Employer satisfaction with the skills and quality of work of advanced education system graduates	88% (2007-08)	n/a	90%+	n/a
2.l Satisfaction of recent post-secondary graduates with the overall quality of their educational experience	90% (2005-06)	n/a	90%+	n/a
2.m Satisfaction of recent apprenticeship graduates with on-the-job training	93% (2006-07)	90%+	n/a	90%+
2.n Satisfaction of recent apprenticeship graduates with technical training	94% (2006-07)	90%+	n/a	90%+
2.o Employment rate of recent Alberta advanced education graduates:				
• Post-secondary certificate or diploma	97% (2005-06)	n/a	95%+	n/a
• University degree	97% (2005-06)	n/a	95%+	n/a
• Journeyperson	97% (2006-07)	95%+	n/a	95%+

Note:

n/a Data available every other year.

GOAL THREE Alberta has an affordable advanced learning system

What it means Advanced Education and Technology strives to ensure that learner needs are met by seeking ways to make the system more learner-centered, accessible, and affordable. It is important to encourage and enable participation in learning by all Albertans including those traditionally under-represented in the advanced learning system.

The following have been identified as Goal 3 outcomes:

- Financial need is not a barrier to participating in the advanced learning system.
- Excellence is rewarded through scholarships and awards.

Strategies

3.1 Continue implementation of the Affordability Framework to ensure that financial need is not a barrier to participation in advanced learning opportunities.

3.2 Target scholarships, bursaries, and grants to increase participation by under-represented Albertans.

3.3 Work with the federal government and other provincial jurisdictions through pan-Canadian committees to improve and simplify student assistance programs to ensure appropriate financial supports to adult learners.

3.4 Enhance access to student financial assistance through simplified materials, technology, policies and support services.

3.5. Reduce the interest rate on student loans to prime.

3.6 Ensure scholarship programs reward the excellence of Alberta students.

Performance Measures	Last Actual (2005-06)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Proportion of recent graduates who agree that the program they graduated from was worth the financial cost	83%	n/a	85%	n/a
3.b Ratio of total debt at graduation to income two years after graduation	37%	n/a	35%	n/a
3.c Scholarship dollars per full-time student studying in Alberta	$295	$330	$395	$400

Note:
n/a Data available every other year.

Core Business Three: Support Research and its Application and Commercialization to Grow a More Diverse Alberta Economy

GOAL FOUR

Alberta's research capacity supports enhanced excellence in research and innovation in strategic areas

What it means A critical building block supporting innovation is strong research capacity and capability at Alberta universities, other research agencies, colleges and technical institutes. The Government of Alberta's commitment to scientific excellence will nurture, support, and celebrate creativity, discovery, and outstanding research across its diversity. The focus on Alberta's priority areas – energy, life sciences, information and communications technology, and nanotechnology – will ensure that critical mass and capacity is achieved. Investments in these priorities are guided by strategies developed by the Life Sciences, Energy, Information and Communications Technology, Agriculture, and Forestry Research Institutes. Through infrastructure programs and targeted program funding, Alberta's investments attract research funding from a range of sources, resulting in unique partnerships focused on building and sustaining the research capacity of Alberta's innovation system. This goal reflects the vital importance of developing, attracting, and retaining high quality people who possess the scientific, technical, and entrepreneurial skills needed in an innovative, knowledge-based, and research-intensive economy.

The following has been identified as a Goal 4 outcome:

- Focused areas of research excellence where Alberta has a competitive advantage.

Strategies

4.1 Promote advanced energy technology and innovation in six core areas: bitumen upgrading, clean carbon/coal, improved recovery, renewable energy, CO2 management, and water management.

4.2 Implement the Life Sciences Strategy by focusing on innovations in agriculture, forestry, food, water, health, and the environment.

4.3 Support the implementation of the Alberta Nanotechnology Strategy and the creation of nanoAlberta as the key organization to drive Alberta's nanotechnology agenda.

4.4 Implement the Information and Communications Technology Strategy and support an environment that fosters research and industry development in strategic areas: focusing on core competencies that support integrated resource management; enhancing research capacity in information and communications technology; and creating a sustainable infrastructure.

4.5 Develop expertise in applied research and product development in our colleges and technical institutes that addresses local company needs.

4.6 Promote science and technology awareness within Alberta, including encouraging youth to enter careers in science and technology.

4.7 Develop, attract, and retain highly qualified scientific personnel at Alberta's research institutions and organizations.

4.8 Develop a framework to support the emergence of centres of excellence and ensure alignment of efforts and investments with provincial research priorities and capacity.

4.9. Develop and implement a framework that defines the roles and mandates for publicly funded organizations that support world class research and innovation in Alberta.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
4.a iCORE Awards (Totals include "new")				
• New Research Chairs, Industry Chairs and Professors	3	6	6	6
• Total Active Research Chairs, Industry Chairs and Professors	26	30	30	30
• New Graduate Student Scholarships	77	120	120	120
• Total Active Graduate Student Scholarships	268	300	300	300
4.b Number of graduate students studying in Alberta	18,605	18,850	19,100	19,350

Performance Measure Under Development:
"Proportion of graduate students in the priority areas of energy, life sciences, nanotechnology, and information and communications technology." This measure is for the outcome "Focused areas of research excellence where Alberta has a competitive advantage."

GOAL FIVE

Value is captured from research and innovation

What it means Innovation, excellence, and competitiveness are the cornerstones of a vibrant economy and foundations for prosperity and the maximization of the human, social, and economic potential of Alberta. Strategic investments in research and development will result in innovative ideas, products and processes that, when commercialized successfully for the global marketplace, have the potential to yield significant economic and social benefits for the province. This goal reflects the commitment to help Alberta become a place of choice for commercialization in the priority areas of energy, life sciences, information and communications technology, and nanotechnology. This requires Alberta to be a progressive province that encourages company formation and growth, offers a supportive and competitive tax, fiscal, and regulatory environment, and effectively utilizes industry-university interfaces and other support services. In such an environment, ideas are more likely to be developed and brought to market in Alberta, supporting applied research and development, strengthening the commercialization system, and encouraging innovation.

The following have been identified as Goal 5 outcomes:

- An innovative province.
- A diversified economy through growth of knowledge-based sectors.

Strategies

5.1 Encourage technology commercialization and increase Canadian venture capital invested in Alberta, in part by establishing the Alberta Enterprise Corporation.

5.2. In alignment with government priorities, collaborate with various partners to accelerate innovation and commercialization in Alberta by enhancing the technology and business development environment for entrepreneurs.

5.3 Work with post-secondary institutions, research foundations, industry associations, communities, and other areas of government to enhance the competitiveness of Alberta's business environment with respect to encouraging technology commercialization and adoption.

5.4 Develop partnerships between communities, industry, and institutions for technology creation and transfer.

5.5 Develop, attract, and retain skilled and highly qualified entrepreneurs.

5.6 Increase business investments in key strategic sectors which lead to greater technology commercialization in Alberta.

5.7 Collaborate with partners to foster business opportunities, attract corporate investments, and encourage seed and venture funding.

5.8 Promote growth in Alberta's locally managed venture capital industry through the Alberta Enterprise Corporation.

5.9 Increase implementation of innovative initiatives to enhance Government of Alberta service delivery and facilitate the application of new knowledge.

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
5.a Percentage of Government of Alberta expense used to support innovation	2.67% (2005-06)	Increase above prior year[1]		
5.b Alberta business expenditures on research and development ($ million)	903 (2004)	905	926	1,000
5.c Number of Albertans employed by companies in priority areas	127,800 (2006)	130,000	136,000	140,000
5.d Albertans employed by companies in priority areas as a percentage of Albertans employed in all companies	6.8% (2006)	7.2%	7.3%	7.4%
5.e Percentage of Canadian venture capital invested in Alberta	1.3% (2006)	2.0%	3.3%	3.4%

Note:

1 The long-term target for measure 5.a is to increase up to 5%, as affordable, by 2015.

ORGANIZATIONAL STRUCTURE SUPPORTING OUR BUSINESS PLAN

Advanced Education and Technology is organized into the following program divisions and strategic corporate support areas.

PROGRAM DIVISIONS

Adult Learning

The Adult Learning Division works with adult learners and the public and private post-secondary institutions to support learners, provide learning opportunities and enhance the advanced learning system. Specifically, the Division funds advanced learning providers; provides student financial assistance to Albertans; coordinates and approves programs of study at public institutions; licenses and approves programs offered by private providers; and funds, supports and provides community adult learning opportunities. The Division also coordinates and supports activities of the Access Advisory Council, the Alberta Council on Admissions and Transfer, the Campus Alberta Quality Council, and the Students Finance Board.

Apprenticeship and Industry Training

The Apprenticeship and Industry Training Division works with industry, employer and employee organizations, technical training providers, government and ministry divisions to support the development, maintenance, and delivery of designated trade and occupation programs. Specifically, the Division provides planning, coordination, and policy support to the Alberta Apprenticeship and Industry Training Board and its network of industry committees; facilitates industry's development of training and certification standards; counsels apprentices and employers; provides funding for approved programs; promotes participation and certifies individuals in designated trades and occupations; and monitors the workplace for compliance with the *Apprenticeship and Industry Training Act* and regulations.

Research

The Research Division works with the Alberta Science and Research Authority and the Life Sciences, Energy, Information and Communications Technology, Agriculture, and Forestry Research Institutes to coordinate, support and promote research, development and innovation in the strategic priority sectors of energy, life sciences (e.g., agriculture, forestry, health, water), information and communications technology, and nanotechnology. The University Research and Strategic Investments Branch is responsible for the pre- and post-award management of research capacity/equipment grant programs and the Innovation and Service Excellence Program, and facilitates alignment with the research institutes' initiatives and other research partners where appropriate to build capacity and research excellence.

Technology Commercialization

The Technology Commercialization Division supports the creation and establishment of new technology companies in key emerging industries by focusing on four areas of activity: technology development services; business development services; access to capital; and international partnerships and investment attraction. The Division also provides the department with information management and technology services.

STRATEGIC CORPORATE SUPPORT AREAS

Policy and Planning

The Policy and Planning Division ensures the Ministry and its activities and programs are well planned and accountable for performance. The Division supports the Ministry through strategic corporate planning, policy development, and associated legislative and regulatory issues. The Division also coordinates department-wide planning processes and provides legislative and Freedom of Information and Protection of Privacy (FOIP) services.

Communications

The Communications area provides timely, strategic communications support and advice to the Minister and the department on key issues, policies, and initiatives. The Communications area works closely with other provincial departments and other levels of government, media, stakeholders, educational and research institutions, and others to inform Albertans about the importance of advanced learning and innovation.

Finance and Administration

The Finance and Administration area provides strategic advice and services to the Ministry in areas such as financial planning, reporting, and operations. The objective of the Finance and Administration area is to ensure the effectiveness and efficiency of financial management, accountability, and administration functions within the Ministry.

Human Resources

The Human Resources area provides consultation and support, and advises the department on all activities related to the management of its human resources such as: policy and planning; staffing; performance management; job classification and organization design; employee relations; staff development; occupational health and safety; wellness; and pay and benefits.

ADVISORY BOARDS, COUNCILS AND AUTHORITIES

Access Advisory Council

The Access Advisory Council provides strategic advice and recommendations to the Minister of Advanced Education and Technology regarding the objectives, operation and reporting of the Access to the Future Fund. The Council consists of nine public members, including a chair, who are appointed by the Minister.

Alberta Apprenticeship and Industry Training Board

The Alberta Apprenticeship and Industry Training Board works with industry to establish the standards and requirements for training and certification in programs under the *Apprenticeship and Industry Training Act*. The Board makes recommendations to the Minister of Advanced Education and Technology about the needs of Alberta's labour market for skilled and trained workers and the designation of trades and occupations. The Board establishes or recognizes trade and occupation-specific industry committees and appoints members to these committees, and promotes participation in careers, training, and certification in trades and occupations. The Board consists of 13 members, appointed by the Lieutenant Governor in Council, who are knowledgeable about training in trades and occupations and the needs of the Alberta labour market.

Alberta Council on Admissions and Transfer

The Alberta Council on Admissions and Transfer is a 16 member council, with representation from the public, student body, the universities, public colleges and technical institutes, private colleges and the Ministry of Education. As an independent body, which reports annually to the Minister of Advanced Education and Technology, it is responsible for developing policies, guidelines and procedures designed to facilitate transfer agreements among post-secondary institutions.

Campus Alberta Quality Council

The Campus Alberta Quality Council is an 11-member Council that provides advice to the Minister of Advanced Education and Technology with respect to the quality of all proposed degree programs at public and private Alberta institutions and non-resident institutions. It is also responsible for monitoring the programs once approved to ensure that the Council's conditions and quality standards continue to be met.

Students Finance Board

The Students Finance Board is an 11 member board appointed by the Minister of Advanced Education and Technology. The Board provides advice to the Minister on matters pertaining to financial assistance for post-secondary students. The Minister may also request the Board make inquiries, conduct research and collect information, and report the results to the Minister.

Alberta Science and Research Authority and Research Institutes

Alberta Science and Research Authority is a provincial corporation composed of members of Alberta's academic, business and research communities, appointed by government. The Authority's mission is to provide sound, independent advice to the Government of Alberta on directions and priorities for science, research, technology and innovation in support of achieving the Government's strategic plan and outcomes. In order to fulfill this mission, the Authority functions as the senior science and research advisory body to the Government of Alberta. *The Alberta Science and Research Authority Act* also established the following research institutes, which are unincorporated boards composed of representatives from industry, academia, and government:

Alberta Life Sciences Institute provides leadership and strategic direction on life sciences research and innovation strategies and opportunities to support the expansion of the province's bio-economy.

Alberta Agricultural Research Institute provides leadership and strategic direction for coordinated investment for agricultural research and development in the province.

Alberta Forestry Research Institute provides leadership and strategic direction to foster and champion forest management and utilization research and development as a key driver for economic diversification and growth of Alberta's forestry sector.

Alberta Energy Research Institute provides leadership and strategic direction to position Alberta for the future in energy development and invests in research and technology to enhance sustainable development of the province's energy resources.

Alberta Information and Communications Technology Institute provides leadership and strategic direction on coordinating investments in Information and Communication Technology (ICT) related research and commercialization to advance the sustainable growth of the ICT sector in Alberta.

ENTITIES AND FUNDS

Access to the Future Fund

The Access to the Future Fund supports innovation and excellence within the advanced learning system in order to enhance and expand accessible, affordable and high quality learning opportunities. The Fund receives income from an endowment held within the Alberta Heritage Savings Trust Fund. Established in 2005, the endowment is targeted to reach $3 billion at full implementation.

Alberta Research Council Inc.

Alberta Research Council Inc. is a not-for-profit corporation owned by the Government of Alberta through the Ministry of Advanced Education and Technology. The council delivers innovative science and technology solutions to meet the priorities of industry and government in Alberta and beyond. The council accelerates the development and commercialization of products, processes and services in the energy, life sciences, agriculture, environment, forestry and manufacturing sectors.

iCORE Inc.

iCORE Inc. is a not-for-profit corporation owned by the Government of Alberta through the Ministry of Advanced Education and Technology that is part of the strategy to develop the innovation-based economy of the province by attracting world class information and communications technology researchers and graduate students to Alberta. iCORE Inc. invests in people – the highest calibre research scientists capable of working on fundamental and applied problems in informatics. Access to research expertise and high quality students provides Alberta's traditional and emerging industry sectors with the knowledge and human resources needed to compete in the global economy.

Alberta Heritage Foundation for Medical Research

The Alberta Heritage Foundation for Medical Research is an independent body at arms-length from, but accountable to, the government, reporting to the Minister of Advanced Education and Technology. The Foundation supports biomedical and health research at Alberta universities, affiliated institutions, and other medical and technology-related institutions. The foundation currently provides funding for over 600 researchers and researchers-in-training at three universities.

Alberta Ingenuity (Alberta Heritage Foundation for Science and Engineering Research)

Alberta Ingenuity is an independent body at arms-length from, but accountable to, the government, reporting to the Minister of Advanced Education and Technology. Alberta Ingenuity is the trade name of the Alberta Heritage Foundation for Science and Engineering Research. It supports a balanced, long-term program of science and engineering research based in Alberta to nurture the discovery of new knowledge and encourage its application to benefit Albertans.

Alberta Enterprise Corporation

The Alberta Enterprise Corporation is being established as a not-for-profit corporation owned by the Government of Alberta through the Ministry of Advanced Education and Technology, as part of a strategy to promote growth in Alberta's locally managed venture capital industry. The Corporation will co-invest in a number of early-stage venture capital funds and coordinate activities to promote venture capital industry development in priority areas.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimates	2009-10 Target	2010-11 Target
Advanced Learning and Research System	2,149,271	2,624,735	2,791,998	2,939,133	2,727,605	2,658,623
Develop Highly Skilled and Qualified People	160,183	248,734	223,146	253,822	248,252	249,389
Research Application and Commercialization	197,190	234,628	234,534	234,791	213,259	254,705
MINISTRY EXPENSE	2,506,644	3,108,097	3,249,678	3,427,746	3,189,116	3,162,717

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimates	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	168,438	176,001	176,204	186,723	188,329	189,322
Transfers from Government of Canada	232,184	383,306	378,793	512,017	515,369	536,361
Investment Income	10,328	10,650	10,650	13,550	17,630	19,593
Premiums, Fees and Licences	6,744	8,160	7,760	9,160	10,160	10,160
Other Revenue	44,162	45,061	51,435	55,234	55,234	55,234
MINISTRY REVENUE	461,856	623,178	624,842	776,684	786,722	810,670
EXPENSE						
Program						
Support for Adult Learning	1,703,240	1,803,808	1,826,998	2,048,153	2,252,704	2,390,033
Support to Post-Secondary Learners	119,813	189,332	164,841	194,417	189,113	189,393
Post-Secondary Infrastructure	395,441	759,296	900,396	834,557	417,374	209,880
Apprenticeship Delivery	24,560	30,999	31,946	33,115	32,719	33,358
Alberta Centennial Education Savings Plan	7,723	19,500	17,100	17,500	17,500	17,500
Research and Innovation Capacity	101,130	132,502	120,502	91,241	68,775	68,932
Technology Commercialization	12,873	12,962	18,462	42,746	43,102	83,200
Policy and Planning	5,069	6,168	6,391	4,907	5,042	5,174
Ministry Support Services	18,651	20,535	21,380	21,458	21,712	22,234
Access to the Future Fund	42,503	52,729	55,346	47,633	48,608	49,573
Alberta Research Council Inc.	64,235	68,803	73,833	80,708	81,727	82,672
iCORE Inc.	10,865	11,458	12,478	11,306	10,735	10,763
Valuation Adjustments	541	5	5	5	5	5
MINISTRY EXPENSE	2,506,644	3,108,097	3,249,678	3,427,746	3,189,116	3,162,717
Gain (Loss) on Disposal and Write Down of Capital Assets	(14)	-	-	-	-	-
NET OPERATING RESULT	(2,044,802)	(2,484,919)	(2,624,836)	(2,651,062)	(2,402,394)	(2,352,047)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimates	2009-10 Target	2010-11 Target
Ministry Revenue	461,856	623,178	624,842	776,684	786,722	810,670
Inter-ministry consolidation adjustments	(170,362)	(178,001)	(178,204)	(188,723)	(190,329)	(191,322)
Consolidated Revenue	291,494	445,177	446,638	587,961	596,393	619,348
Ministry Expense	2,506,644	3,108,097	3,249,678	3,427,746	3,189,116	3,162,717
Inter-ministry consolidation adjustments	(1,924)	(2,000)	(2,726)	(2,800)	(2,800)	(2,800)
Consolidated Expense	**2,504,720**	**3,106,097**	**3,246,952**	**3,424,946**	**3,186,316**	**3,159,917**
Gain (Loss) on Disposal and Write Down of Capital Assets	(14)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(2,213,240)	(2,660,920)	(2,800,314)	(2,836,985)	(2,589,923)	(2,540,569)

Agriculture and Rural Development

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

George Groeneveld

George Groeneveld, *Minister of Agriculture and Rural Development*
April 3, 2008

THE MINISTRY

The Ministry of Agriculture and Rural Development consists of the Department of Agriculture and Rural Development and Agriculture Financial Services Corporation (AFSC). The Ministry is also responsible for the Office of the Farmers' Advocate; Irrigation Council; Agricultural Products Marketing Council; and Alberta Grain Commission.

VISION

Growing Alberta farms, processors, and all other agricultural businesses in support of a vibrant rural Alberta.

MISSION

To enable the growth of a globally competitive, sustainable agriculture and food industry through essential policy, legislation, information and services.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

In striving to achieve its mission Agriculture and Rural Development contributes to Goal 1: *Alberta will have a prosperous economy*. The Ministry contributes to this goal by enhancing industry competitiveness and growth through several of its key initiatives including the Agriculture Workforce Strategy and the Competitiveness Initiative; and by developing and implementing strategies that focus on opportunities and building capacity in rural Alberta.

Agriculture and Rural Development also contributes to Goal 4: *Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally*. This contribution is made by servicing the debt incurred by Agriculture Financial Services Corporation (AFSC) in providing service to their clients.

Government of Alberta Priority

Agriculture and Rural Development also works with the Ministry of Advanced Education and Technology to achieve the following government priority:

- *Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Today's agriculture and food industry operates in a complex, competitive global market. The Ministry of Agriculture and Rural Development works closely with producers, processors and other stakeholders to support strong sector development and assess emerging risks in this rapidly changing environment. Additionally, the Ministry works with rural communities and organizations to ensure strategies are in place that focus on building capacity in rural Alberta to sustain prosperity over the long term in all parts of the province. With a wide range of research and strategic information, the Ministry identifies key opportunities and challenges and strives to develop responsive strategies and plans while allocating government resources effectively.

Globalization, Competitiveness and Growth

The agriculture sector operates in a globalized business environment, where technological advancements and rapidly changing consumer demands are creating new opportunities while at the same time increasing challenges to all market participants. Lower labour costs and improved productivity in other markets are placing profit margin pressures on Alberta producers and processors. Added challenges include increases in the value of Canadian currency and demands relating to unprecedented growth in the province. Potential opportunities exist to gain a competitive advantage by identifying markets for verified, high quality goods while ensuring Alberta's agri-food industry can continue to compete and grow in this new global environment.

Policies that support trade liberalization are crucial in improving access to foreign markets. Continuing the liberalization of agricultural trade through multilateral, regional and bilateral engagements is one important strategy in achieving this goal. A new World Trade Organization agreement has potential to reduce trade barriers while, unfortunately, the United States Farm Bill and Country of Origin Labeling may increase protectionism in what is a key market for the province. Alberta producers/processors can successfully compete globally if foreign markets are more open, trade is less distorted by subsidies and our domestic policies and regulations do not reduce our competitiveness.

Entrepreneurial spirit and effective business risk management strategies are necessary in today's constantly changing, competitive environment. The Ministry recognizes this is a critical component of building capacity to enable industry growth and profitability, and is responding with innovative programs, initiatives and services. Additionally, Alberta's youth present the agriculture industry with optimism, fresh ideas and an opportunity to build strengthened agri-businesses and rural communities.

Food Safety and Traceability

Consumers and the public are becoming more informed and concerned about food safety and animal welfare. The Ministry and industry are working towards implementing traceability systems that promote both food safety assurance and animal health status that in turn increases market access based on promoting Alberta's safe food practices as among the best in the world. In addition, the Ministry is working with industry on prevention, preparedness, response and recovery to emergencies and other challenges related to foreign animal disease and risk management.

Research, Development and Commercialization

Research, development and commercialization are powerful tools for improving competitiveness, profitability and growth. Advances in science and innovation create opportunities for enhancing industry productivity and product offerings. As a result of these efforts, agriculture is now poised to meet consumer demand for conventional foods and new bio-products. In collaboration with leading research and development organizations, the Ministry is able to assist the agriculture industry to innovate and advance.

Demographics and Labour Shortages

Increasing average ages of primary producers combined with the current labour shortage in Alberta is putting a heavy strain on the agriculture industry. A number of challenges exist related to attracting workers to all facets of the agri-products industry including transitioning from an older to younger generation of farmers. The Ministry is addressing this through the implementation of the Agriculture Workforce Strategy, which aims to attract and retain workers, facilitate succession planning and improve labour force productivity. Additionally, the Ministry is implementing the next phase of *A Place to Grow*, Alberta's Rural Development Strategy, with a focus on local and regional opportunities and rural community capacity building.

Legislation/Regulations

Effective policies, legislation and regulations are essential in enabling the growth of a globally competitive, sustainable agriculture and food industry while safeguarding the public interest. Many stakeholders are affected by agriculture's diverse legislative and regulatory framework that ranges from promoting market development to maintaining the public's interest. The Ministry works with other governments and the industry to enable innovation and growth by ensuring that the legislative framework reduces duplication and inconsistency, and that regulatory impediments are eliminated or minimized.

Environment

Public awareness and pressure for the effective management of air, land and water resources is increasing. The Ministry is continuing to work with partners within industry and across government to address these pressures. In addition, the Ministry is researching environmentally responsive solutions that enable producers and promote competitiveness. An opportunity exists to create competitive advantage through the development and implementation of agricultural practices and systems that manage environmental risks, improve efficiencies, and meet consumer and public expectations.

Partnering with Stakeholders Internal and External to Government

Albertans and other stakeholders want to be more involved in shaping policy and in developing programs. The Ministry continues to engage stakeholders and gather input as evidenced in the current Marketing Council Governance Consultations and recently with Agricultural Policy Framework II (also known as *Growing Forward*) and the Grains and Oilseeds Consultations. Ongoing stakeholder engagement with the primary and value added sectors is critical to developing agriculture policies, strategies and initiatives that achieve competitiveness and sustainable growth while promoting environmentally sound practices.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of opportunities and challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry. The federal/provincial/territorial Agricultural Policy Framework II touches on many of the elements identified below and guides the Ministry in addressing these priorities and achieving the results in this business plan.

CREATING AND PROTECTING OUR OPPORTUNITIES

1. **Innovation and Rural Development**

   Linkage:
   Goals 1, 2, 3, 4 and 5

   The Ministry will facilitate strengthening and diversification of the agricultural sector by working with industry to increase the market value of differentiated and value-added agricultural products and expanding into new markets and products. The Ministry will continue to support research and development partnering with industry and other key stakeholders to build an innovative and competitive sector that will develop new knowledge and transform it into marketable products or services. The Ministry will also develop new strategies focusing on capacity building and sustainability in rural Alberta.

2. **Industry Competitiveness and Growth**

   Linkage:
   Goals 1, 2, 3, 4 and 5

   The Ministry's support for industry competitiveness and sustainable growth remains a priority and is demonstrated through several strategies and key initiatives. New World Trade Organization (WTO) and Agricultural Policy Framework II agreements lead to the existence of and the need to transition to a new policy environment. The Competitiveness Initiative is assisting industry and the Ministry in assessing and responding to fundamental changes in the agriculture sector and global markets. Implementation of the Agriculture Growth Strategy and the Agriculture Workforce Strategy will focus on consumer driven market opportunities and better enable industry to respond to pressures with labour recruitment, retention and productivity. The Ministry will also remain focused on enhancing domestic and international market access and work with industry to provide better access to capital for farmers, agri-businesses and value added industries.

3. **Managing Risk**

   Linkage:
   Goals 1, 2, 3, 4 and 5

   The Ministry is committed to providing effective risk management tools, information and programs supporting events beyond the agri-business manager's control. This will improve management skills and adoption of effective risk management practices enabling the competitiveness and growth of the industry. Additionally, the Ministry is committed to establishing and enhancing internal frameworks and plans such as a comprehensive Enterprise Risk Management Framework that includes Emergency Management plans as stipulated under the *Emergency Management Act* and regulations.

GREENING OUR GROWTH

4. Stewardship of the Environment

Linkage: Goals 1, 2, 3, 4 and 5

Production systems that manage environmental risks and improve efficiencies will benefit both the industry and the environment. The Ministry is focused on working collaboratively with industry and other stakeholders to identify market based solutions enabling the industry to take advantage of new markets and create a competitive advantage based on meeting consumer and public expectations for the environment. This will be supported through the Institute of Agriculture, Forestry and the Environment. Additionally, creating a competitive advantage and managing public expectations for the environment includes engaging with agriculture industry stakeholders and representing industry interests to assist in advancing key Government of Alberta initiatives including the Land-use Framework, Alberta's Climate Change Strategy and the Water for Life Strategy.

5. Food Safety and Traceability

Linkage: Goals 1 and 2

Along with an ongoing focus on overall animal health and food safety surveillance within Alberta, the Ministry will continue to work collaboratively with industry and other governments in implementing a traceability system. This will promote further food safety assurance which will help gain and enhance market access through promotion of Alberta's world-class safe food practices and aid in prevention, preparedness, response and recovery in the event of emergencies, foreign animal disease and risk management challenges.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Facilitate Sustainable Industry Growth

GOAL ONE

Sustainable growth of the food and non-food* agriculture industry

What it means This goal recognizes that sustainable growth creates opportunities and wealth for all segments of the food and non-food agriculture industry, and contributes to the diversification and prosperity of the province. The Ministry contributes to this goal by working with industry and supporting key initiatives that focus on consumer driven market opportunities that increase long-term profitability and industry competitiveness. The Ministry will also develop policies and establish partnerships that enable flexibility in responding to changing markets.

*Non-food refers to agricultural services and industrial products manufactured from agricultural inputs.

Strategies

1.1 Encourage innovation and diversification by facilitating the development of new business models, value-added products and agricultural services that respond to market opportunities.

1.2 Increase capital investment by industry through opportunity identification and evaluation and granting better access to capital for farmers, agri-businesses and value added industries.

1.3 Optimize industry's capability to compete by delivering information and services, collaborating with partners on targeted research, supporting technology adoption and ensuring investment in essential physical infrastructure.

1.4 Enhance domestic and international market access and differentiation through policy direction and analysis and targeted programming.

1.5 Address workforce pressures by implementing programs and services to increase worker recruitment, retention and productivity as identified in the workforce strategy.

Performance Measures	**Last Actual (2006-07)**	**Target 2008-09**	**Target 2009-10**	**Target 2010-11**
1.a Number of value added products developed and successfully introduced to market with assistance from Agriculture and Rural Development	89	90	105	105
1.b Research and development investment by collaborators leveraged through Ministry resources ($ million)	4.2	5	6	6
1.c Total leveraged investment in agri-industry businesses (farm-business and agri-business) facilitated by AFSC lending services ($ million)[1]	273[2]	323	333	342

Notes:

1 Values reported for investments are a proxy measure based on loans approved. Not all approved loans are disbursed, and in some cases there may be timing differences between approval and disbursements of loans.

2 Last actual result differs from result reported in the Ministry's 2006-07 annual report as this measure has been expanded to include both urban and rural agri-businesses.

GOAL TWO 2 Continued excellence in food safety

What it means This goal recognizes that a verifiable reputation for excellence in food safety is essential to maintain, restore and expand domestic and international markets.

Excellence in Food Safety is facilitated through surveillance and the enforcement of legislation, regulation and policy as well as research, education and extension. The Ministry also supports the adoption of science-based food safety and traceability systems by industry. The Ministry's initiatives support the development of intergovernmental approaches to food safety in collaboration with Health Canada, Canadian Food Inspection Agency, Agriculture and Agri-Food Canada, Alberta Health and Wellness and the Regional Health Authorities.

Strategies

2.1 Facilitate adoption of internationally accepted food safety systems and standards in production and processing of Alberta food.

2.2 Maintain a surveillance system that validates the safety of Alberta's agriculture and food products and identifies opportunities for enhancement.

2.3 Develop, administer and review essential policy, legislation and regulation to ensure the safety of Alberta's agriculture and food products.

2.4 Develop and communicate information, share knowledge and transfer technology to enable safe food production and processing, traceability and market access.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Percentage of Alberta licensed abattoirs that have added a preventative system to their existing food safety system; Red Meat-Meat Facility Standard	21.8%	75%	95%	98%
2.b Number of Alberta food processing facilities participating in the Alberta HACCP[1] Advantage Program (cumulative)	0	90	120	140

Performance Measure Under Development:
Per cent of Alberta cattle production facilities that meet the Alberta traceability plan requirement for registration of premise identification.

Note:

[1] HACCP is an acronym, that means Hazard Analysis Critical Control Point. HACCP is a system, which identifies, evaluates, and controls hazards, which are significant for food safety.

GOAL THREE

3 The agriculture industry's competitive capacity is advanced through stewardship initiatives and systems

What it means This goal recognizes it is the role of the Ministry to enable the industry to innovate, create and capture value, and build competitive capacity by meeting consumer and public expectations around the environment and animal welfare. The agriculture, food and agri-products industry will build on opportunities to realize the benefits associated with production systems that manage risks, address public concerns, and improve efficiencies while stewarding Alberta's air, water, and land for the well being of current and future generations.

To achieve this goal, the Ministry will align with the objectives of the Agriculture Policy Framework II, Water for Life Strategy, the Agriculture Growth Strategy, the Rural Development Strategy, the Land-use Framework, and the agricultural components of Alberta's Climate Change Strategy.

Strategies

3.1 Enable the agriculture, food and agri-products industry to take actions that increase consumer and public confidence.

3.2 Work with industry to facilitate innovation and build capacity through the development of targeted science and technology.

3.3 Work in partnership with the industry and other stakeholders to develop and implement policy, guidelines, and strategies to achieve agreed upon performance standards.

3.4 Develop indicators of success to communicate progress toward environmental health, animal welfare and competitiveness.

3.5 Provide a framework for development and implementation of market-based solutions that support a competitive advantage through the use of environmentally sound management systems.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Percentage of producer survey respondents who have adopted improved environmentally sustainable agriculture practices[1]	58%[2]	n/a	n/a	60%
3.b Number of producers provided with specific training and technical support to enable development of environmental farm plans	8,573	9,000	10,500	12,000

Notes:

1 A formal evaluation is completed every three years, with the next surveys to be conducted in 2010-11 and reported in June 2011.

2 This figure is based on the unaudited results of a survey completed in June 2007.

Core Business Two: Building Capacity and Managing Risk

GOAL FOUR 4

Strengthened rural communities

What it means This goal recognizes that vibrant and sustainable rural Alberta communities with increased human and business capacity contributes to a prosperous province. The Ministry will achieve this goal by working with various organizations such as 4-H, Agricultural Societies, Agricultural Service Boards and with industry to strengthen individual skills, facilitate development of necessary supportive community infrastructure and networks, and nurture business and leadership skills for rural businesses and community organizations. Achievements in these areas will enable rural Albertans to be more responsive to meet opportunities and challenges in changing market environments.

The Ministry will also achieve this goal through providing support to Rural Alberta's Development Fund and by implementing the priorities of *A Place to Grow*, Alberta's Rural Development Strategy in collaboration with other Ministries and stakeholders.

Strategies

4.1 Support the development of rural organizations and facilitate partnerships among industry, government and stakeholders through providing guidance, governance training and financial assistance.

4.2 Support the development of essential utility and community infrastructure best practices to enhance community capacity through the administration of grant programs, compliance frameworks, and educational programs.

4.3 Provide skill development and leadership training for youth and adults actively engaged in agriculture, community organizations and rural businesses.

4.4 Facilitate the growth and development of diverse agricultural and rural businesses and their networks.

4.5 Coordinate and lead the implementation of the next phase of *A Place to Grow*, Alberta's Rural Development Strategy with a focus on opportunities and community capacity building in rural Alberta.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
4.a Total investment leveraged in rural businesses[1] facilitated through AFSC lending services[2] ($ million)[3]	399	434	450	466
4.b Number and percentage of ministry-supported, agricultural-related community activities that focus on leadership development	598 32%	550 30%	550 30%	550 30%
4.c Number and percentage of rural youth and adults participating in ministry-supported programs that report effective learning from those programs	3,277 92%	3,400[4] 90%	3,400 90%	3,400 90%

Performance Measure Under Development:
Total capital investment leveraged in community infrastructure (includes Agricultural Societies, Agriculture Initiatives and Rural Utilities).

Notes:

1 In reporting the last actual and target figures for 2007-10, rural businesses refers to all businesses outside Edmonton and Calgary including primary and secondary agriculture businesses, as well as other rural businesses.

2 The figures presented in the targets represent all investment in rural businesses, including AFSC direct assistance, other partnered lending sources and borrower equity.

3 Values reported for investments are a proxy measure based on loans approved. Not all approved loans are disbursed, and in some cases there may be timing differences between approval and disbursements of loans.

4 The number of participants enrolled in these programs has been declining for the past few years. Target figures for 2008-11 reflect the Ministry's objective to stem the decline and stabilize enrolment.

GOAL FIVE 5

Effective risk management

What it means This goal recognizes that risk is inherent at the individual business level and can impact overall industry performance and growth. This goal addresses risk arising from a broad range of sources including production, as affected by weather extremes, pests and diseases; product pricing, as affected by unforeseen shifts in local and global markets; and technical, regulatory and competitiveness issues. The Ministry will achieve this goal by providing information, programs and services to business managers within the agricultural industry in the area of risk management and emergency preparedness.

Strategies

5.1 Support business risk management decisions in the primary and value-added sectors by determining information needs and collecting, developing, and disseminating data and information.

5.2 Assist the primary and value-added sectors with the identification, measurement and management of risk through the provision of information and training and encouraging the use of analytical tools and programs.

5.3 Design and deliver Business Risk Management programs through the Agricultural Policy Framework II Agreement.

5.4 Develop programs, when appropriate, that respond to significant events impacting business sustainability.

5.5 Ensure that the Ministry has plans in place to fulfill its obligations under the *Emergency Management Act* and regulations.

Performance Measures	**Last Actual (2006-07)**	**Target 2008-09**	**Target 2009-10**	**Target 2010-11**
5.a Percentage of agricultural business managers surveyed, indicating the use of risk management tools for improved decision-making[1]	22%	30%	n/a	n/a
5.b Percentage of eligible seeded acres for major crop categories insured under Production Insurance				
• Annual Crops	65%	64%	64%	64%
• Perennial Crops	23%	25%	25%	25%
5.c Percentage of Alberta farm cash receipts represented by Alberta participants in AgriStability Program[2]	76%	70% – 75%	70% – 75%	70% – 75%

Notes:

1 A formal evaluation is conducted every three years. The next survey will be conducted in 2008-09 and reported in June 2009. Targets for this measure have been restated based on last actual results.

2 The AgriStability Program is the successor to the Canadian Agricultural Income Stabilization Program (CAIS).

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2006-07 Actual	**2007-08 Budget**	**2007-08 Forecast**	**2008-09 Estimate**	**2009-10 Target**	**2010-11 Target**
Facilitate Sustainable Industry Growth	244,569	244,725	273,635	256,654	270,542	273,853
Building Capacity and Managing Risk	970,704	832,200	636,209	806,428	818,200	808,199
MINISTRY EXPENSE	1,215,273	1,076,925	909,844	1,063,082	1,088,742	1,082,052

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	22,220	22,220	22,220	22,220	22,220	22,220
Transfers from Government of Canada	250,625	328,795	194,884	332,577	329,013	330,186
Investment Income	96,791	100,703	104,590	110,812	126,716	140,374
Premiums, Fees and Licences	155,245	199,897	159,699	185,467	188,330	186,537
Other Revenue	6,547	7,284	8,530	6,323	6,732	6,792
MINISTRY REVENUE	531,428	658,899	489,923	657,399	673,011	686,109
EXPENSE						
Program						
Agriculture Income Support	570,289	363,262	189,462	334,904	338,218	341,289
Lending	25,243	25,413	25,714	26,688	27,595	28,060
Insurance	217,397	378,313	342,355	385,271	392,436	378,381
Planning and Competitiveness	46,451	52,489	54,142	48,492	48,957	49,565
Rural Development	137,479	38,638	47,189	38,945	39,696	40,170
Industry Development	45,318	51,290	93,276	47,777	51,136	53,126
Environment and Food Safety	62,202	81,879	75,867	82,482	65,708	67,587
Infrastructure Assistance	50,515	17,355	15,087	24,083	38,400	29,000
Ministry Support Services	12,512	14,416	14,240	15,116	15,498	16,050
Valuation Adjustments and Other Provisions	2,732	2,745	6,245	6,062	7,059	6,757
Program Expense	1,170,138	1,025,800	863,577	1,009,820	1,024,703	1,009,985
Debt Servicing Costs						
Agriculture Financial Services Corporation	45,135	51,125	46,267	53,262	64,039	72,067
MINISTRY EXPENSE	1,215,273	1,076,925	909,844	1,063,082	1,088,742	1,082,052
Gain (Loss) on Disposal of Capital Assets	269	-	-	-	-	-
NET OPERATING RESULT	(683,576)	(418,026)	(419,921)	(405,683)	(415,731)	(395,943)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	531,428	658,899	489,923	657,399	673,011	686,109
Inter-ministry consolidation adjustments	(22,428)	(22,220)	(22,220)	(22,220)	(22,220)	(22,220)
Consolidated Revenue	509,000	636,679	467,703	635,179	650,791	663,889
Ministry Program Expense	1,170,138	1,025,800	863,577	1,009,820	1,024,703	1,009,985
Inter-ministry consolidation adjustments	(208)	-	-	-	-	-
Consolidated Program Expense	**1,169,930**	**1,025,800**	**863,577**	**1,009,820**	**1,024,703**	**1,009,985**
Ministry Debt Servicing Costs	45,135	51,125	46,267	53,262	64,039	72,067
Consolidated Expense	1,215,065	1,076,925	909,844	1,063,082	1,088,742	1,082,052
Gain (Loss) on Disposal of Capital Assets	269	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(705,796)	(440,246)	(442,141)	(427,903)	(437,951)	(418,163)

Children and Youth Services

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Tarchuk

Janis Tarchuk, *Minister of Children and Youth Services*
April 4, 2008

THE MINISTRY

The Ministry of Children and Youth Services consists of:

- *Department of Children and Youth Services* – provides leadership to: (a) establish policies that promote the well-being of children, youth and families; (b) support the delivery of quality services focused on improving outcomes for children, youth and families; (c) promote greater capacity for community services that support children in reaching their potential; and (d) design business strategies that help the Ministry achieve its vision.
- *Child and Family Services Authorities* – help determine Ministry-wide priorities and directions, deliver Ministry programs and services, and meet the local priorities and needs of children, families and communities.

The Ministry also includes the following:

- *Youth Secretariat* – advises the Minister on key issues facing youth and ways to address those issues.

- *Child and Youth Advocate* – represents the rights, interests and viewpoints of children and youth receiving child protection or family enhancement services under the *Child, Youth and Family Enhancement Act* or those who are being helped under the *Protection of Sexually Exploited Children Act* and appoints legal representation for youth who require it under these Acts.
- *Social Care Facilities Review Committee* – a citizen panel with a legislated mandate to monitor provincially funded social care facilities and investigate complaints to ensure the best possible care.
- *Appeal Secretariat* – citizen appeal panels established in legislation to hear appeals of decisions under the *Child, Youth and Family Enhancement Act*, the *Family Support for Children with Disabilities Act*, the *Child Care Licensing Act* and the *Social Care Facilities Licensing Act.*
- *Alberta's Promise* – an initiative that encourages all sectors of the community to direct more resources to benefit children and youth. Alberta's Promise receives strategic advice from the Premier's Council, chaired by the Premier of Alberta, including over 70 other businesses, foundations, agencies and community leaders from throughout Alberta.

The Ministry recognizes that building the capacity to deliver services is very important. This includes our capacity for evidence-based decision making that supports policy development through research and evaluation and enhancement to technology infrastructure. The need to be able to attract and retain qualified staff is a key issue. This includes the need for Aboriginal staff as well as staff from other cultures. The role of our partners in delivering provincial programs and services is critical. Through the Family and Community Support Services program, local municipalities and Métis Settlements are critical partners that work with the province to strengthen the capacity and self-reliance of communities to plan and deliver services. The Ministry enters into agreements with Delegated First Nations Agencies and a range of contracts and agreements with Aboriginal organizations and other agencies to provide services. Strategic partners include municipal/provincial/territorial/federal governments as well as municipal, local and national organizations.

VISION

Strong children, youth, families and communities.

MISSION

Working together to enhance the ability of families and communities to develop nurturing and safe environments for children, youth and families.

KEY PROGRAM / INITIATIVE AREAS:

Preventative supports for children, youth and families

- Child Care
- Prevention of Family Violence and Bullying
- Family Support for Children with Disabilities
- Parenting Resources Initiative (Parent Link Centres and Home Visitation Programs)
- Youth In Transition
- Advancing Futures Bursary Program
- Fetal Alcohol Spectrum Disorder Initiative
- Family and Community Support Services

Preserving families at risk
Protecting children and youth in need

- Child Intervention Services (Child Protection and Family Enhancement)
- Foster Care Supports
- Protecting Children from Sexual Exploitation
- Appeal Secretariat
- Social Care Facilities Review Committee
- Child and Youth Advocate
- Women's Shelters

Improving outcomes for Aboriginal children, youth, families and communities. Building resources for community based service delivery

- Community Initiatives
- Youth Secretariat
- Child, Family and Community Research
- Alberta's Promise
- Community Incentive Initiative
- Youth Forums and Networks
- Delegated First Nations Agencies and Métis Community Initiatives
- Alberta Children and Youth Initiative

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Services to Alberta's children and youth are not only important to those in need, they are an investment in Alberta's social infrastructure and the human potential of the province.

The Ministry's core businesses: Prevention; Preservation and Protection; and Partnerships directly link to Goal 6 – *Albertans will be independent and our children will be well cared for,* in the Government of Alberta Strategic Business Plan.

Government of Alberta Priority

The Ministry of Children and Youth Services will work with Justice and other ministries to achieve the following government priority: *Promote strong and vibrant communities and reduce crime so Albertans feel safe.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

There are many factors that contribute to and influence the achievement of Ministry goals and the lives of Alberta's children, youth and families. Given the diversity of the province many perspectives were considered in the identification of environmental factors including front-line service providers, community-based regional Child and Family Service Authorities, government bodies and department program staff.

Provincial Prosperity and Managing Growth

Alberta's robust economy brings advantages of prosperity as well as challenges for families. While employment prospects are strong, families are challenged to find affordable housing and child care spaces, especially in high-growth, high-need municipalities. Alberta's prosperity has attracted families from across Canada and around the world, many of whom leave behind their natural support systems, extended families, friends, cultural and faith communities. This can create additional stress for families and increased demand for Ministry services and other much needed social infrastructure.

High growth rates in sectors such as the oil and gas industry make it difficult, especially in the human services sector, to recruit and retain workers, volunteers and foster parents. Many service providers and contracted agencies are reporting growing waiting lists for services and supports.

The nature of some jobs in the current economy is such that one parent may work away from home for extended periods of time, leaving the other parent to manage the responsibilities of caring for children.

Intervention and Service Delivery

A core business of the Ministry is to keep children, youth and families safe and protected. Alberta's rural and remote communities face unique service delivery challenges as a result of geographic isolation and small population concentrations. In many of these communities the capacity to support individuals with complex or specialized needs is limited. Advanced technology, such as video conferencing or the virtual Parent Link Centre, plays an important role in providing information, linkages and supports for families and service providers in these communities.

To ensure accessibility for the growing immigrant and refugee populations, services and supports must be considerate of unique cultural norms and traditions as well as language barriers. Complex and stressful family circumstances, more than ever before, have increased requests for the supports and services that the Ministry provides. As the size and complexity of our caseload continues to grow, so too does the need for placement resources, including foster, adoptive and kinship homes to care for children and youth who are unable to remain in the parental home. A Casework Practice Model is being implemented across the province to ensure that children and families are better served and supported before they reach a crisis point.

Child Care

Consultations with stakeholders, including parents, employers and child care operators, confirmed the need for shared commitment to building high quality, affordable and accessible child care in Alberta. Additional funding addressed some of the challenges related to recruiting and retaining qualified child care staff, creating new child care spaces and increasing child care subsidy. There are still some challenges in child care, especially with respect to infant care and out-of-school child care and for some individuals working non-traditional hours who require more flexible child care options. These challenges are intensified for low and middle income families or marginalized populations such as young single parents.

Children and Youth with Complex Needs

Children and youth with complex needs require a range of services to meet their individual needs. Alberta is the first and only province to develop legislation specific to children with disabilities and their families. More families may be attracted to Alberta in part because of the services and supports offered through the Family Support for Children with Disabilities program. In this program, the number of new cases of children with autism increases by approximately 150 each year. In assisting families of children and youth with complex needs, it is important to develop strong partnerships at the government, regional and community level.

Other legislation dealing with complex needs includes the *Protection of Sexually Exploited Children Act* and *Drug – endangered Children Act.* These acts provide the means to protect children and youth who are sexually exploited and those exposed to illegal drugs and to categorize these experiences as forms of abuse.

Aboriginal Children, Youth and Families

Aboriginal children make up eight per cent of the child population in Alberta, but 58 per cent of the children in care. Since 2001-02, the number of Aboriginal children in care has steadily increased. A persistent challenge facing First Nations children, youth and families living on reserve is the limited availability of, and access to, services and supports. The recent announcement of federal funding for early intervention and prevention services on reserve will enable Alberta's Delegated First Nations Agencies to provide enhanced services earlier to children, youth and families who are at risk.

As the urban Aboriginal population grows so does the demand for culturally and linguistically appropriate services. There are continuing opportunities to focus on culturally appropriate service delivery and permanency planning for Aboriginal children and youth.

Family Violence and Bullying

Alberta has one of the highest rates of reported spousal violence in Canada – 10 per cent of women and seven per cent of men report victimization. Exposure to family violence is the second most common form of child maltreatment, representing 23 per cent of all substantiated cases.

In 2006, 6,245 women and 5,150 children were supported in Alberta's women's shelters. Challenges exist in responding to the increased need for shelter services, including in rural and remote communities, and in providing appropriate transitional supports to help families experiencing family violence. A recent bullying survey reported 56 per cent of Alberta children and youth had been bullied since the start of the school year. More than two-thirds of Alberta students surveyed about cyber-bullying had heard of incidents, one quarter had been harassed several times online, and one quarter admitted to engaging in this form of harassment at least once.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry. The Ministry will continue to implement strategies aimed at improving the continuum of services designed to produce better results for children, youth and families. The Ministry will ensure opportunities include a focus on producing better outcomes for Aboriginal and immigrant children.

BUILDING OUR QUALITY OF LIFE

1. Expand support for Aboriginals and immigrants, and improve access to existing programs for Albertans affected by family violence

Linkage: Goals 1, 2, 3, 4 and 5

Children and Youth Services will continue to work with Justice to implement the Crime Reduction and Safe Communities Initiative in order to develop and enhance a coordinated and collaborative response. The Ministry will expand provincial support for programs aimed at preventing domestic violence and providing support for families that are victims of domestic violence, including programming to Aboriginal and immigrant communities as well as expanding the use of multidisciplinary teams to address crises in communities. The Ministry will provide grants to communities through the Community Incentive Fund, enhance public awareness and education, and provide support for victims.

2. Focus on improving outcomes for children in care or in need of specialized services, including Aboriginal children and children with disabilities

Linkage: Goals 1, 2, 3 and 4

Children and Youth Services will work to enhance permanency and ensure that Aboriginal children remain connected to their culture. Children and Youth Services will also work with Delegated First Nations Agencies to implement intervention and prevention services for children, youth and families living on reserve.

The Ministry will fully operationalize the *Child, Youth and Family Enhancement Act* by implementing a Casework Practice Model that will ensure that children in care and families in need of support receive appropriate and timely services before reaching a crisis point.

The Ministry will implement processes to enhance service quality for the Family Support for Children with Disabilities Program, including the implementation of service standards and strategies to enhance access and resource capacity in rural communities. In addition, Children and Youth Services will implement legislative changes to protect children and youth from sexual exploitation and strategies to support positive outcomes for high risk youth. Children and Youth Services will provide leadership to the development of a provincial response to Fetal Alcohol Spectrum Disorder with a range of integrated services. In all of these areas the Ministry will strengthen early intervention services for the protection of vulnerable children, youth and families.

CREATING AND PROTECTING OUR OPPORTUNITIES

3. Alberta families have access to quality, affordable child care

Linkage: Goals 1 and 2

Children and Youth Services will implement strategies to improve recruitment and retention of child care professionals and identify strategies to support the creation of 14,000 new child care spaces by 2011, including in-school and out-of-school care, family day homes and day cares. The Ministry will provide low and middle income families with a subsidy to cover the costs for out-of-school child care. In addition, the Ministry will be introducing new Child Care Licensing regulations that will expand the range of child care options available to parents.

4. Improve capacity to deliver services

Linkage:
Goals 1, 2, 3, 4 and 5

Children and Youth Services will continue to build collaborative partnerships with other ministries on initiatives such as Fetal Alcohol Spectrum Disorder, Prevention of Family Violence and Bullying and Community Spirit Program. The Ministry will develop options to review and improve Alberta's social infrastructure and engage in collaborative evidence-based decision making that supports policy development through research and evaluation leading to better outcomes for children, youth and families. Children and Youth Services will work with other ministries through the Alberta Centre for Child, Family and Community Research and the Child and Youth Data Lab to promote relevant research and information to support strategies and policies. Collaboration with communities will continue to be a cornerstone of service delivery practice, enhanced by using new technology such as video conferencing to improve accessibility to services.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Promoting the development and well-being of children, youth and families

GOAL ONE

Children and youth will have a healthy start in life and the supports they need to reach their potential

What it means The Ministry recognizes the importance that the first six years of a child's life play in terms of setting the foundations for children to learn, grow and reach their potential. While parents have the primary responsibility for raising their children, government, communities, organizations, schools and businesses all have supporting roles to play in meeting the needs of children and youth.

Expected outcomes: Children and youth are physically, emotionally, socially, intellectually and spiritually healthy. Children and youth meet individual developmental milestones.

Strategies

1.1 Lead the implementation of the cross-ministry Prevention of Family Violence and Bullying Initiative action plan to support individuals, families, communities and governments to work together towards an Alberta free of family violence and bullying.

1.2 Lead and build on Alberta's Bullying Prevention Strategy in collaboration with cross-ministry partners and community stakeholders.

1.3 Enhance cross-sector capacity to respond to the needs of children and youth with special and complex needs and their families by improving coordination and access to services and supports.

1.4 Continue to support youth who display high risk behaviours to achieve and maintain positive outcomes through the implementation of the High Risk Youth Initiative and enhancements to the Protection of Sexually Exploited Children and Youth program.

1.5 Provide leadership by enhancing mentoring opportunities through coordination of services and supports to youth.

1.6 In collaboration with other ministries and government agencies implement strategies aimed at preventing Fetal Alcohol Spectrum Disorder and substance abuse.

1.7 Work with municipalities and Métis Settlements to assess the outcomes of Family and Community Support Services programs and services delivered to children, youth and families and implement the approved recommendations from the Family and Community Support Services program review.

1.8 Enhance continuous improvement processes for the ongoing implementation of the Family Support for Children with Disabilities legislation.

1.9 Enhance parental involvement in the ongoing implementation of the Family Support for Children with Disabilities legislation.

1.10 Enhance child care, through accreditation and program and staff support funding, to ensure parents and families have access to quality child care that gives their children the best possible start in life and the supports they need to reach their potential.

1.11 Continue to implement the Parent Link Centre initiative to provide parents with supports that promote healthy child development.

1.12 Implement a new *Child Care Licensing Act* and Child Care Licensing Regulation.

1.13 Work with Education to implement pilot strategies that focus on improving outcomes, including school performance and high school completion for children in care.

1.14 Enhance access to the Advancing Futures Bursary program to help increase the educational attainment of youth in care.

Performance Measures	**Last Actual (2006-07)**	**Target 2008-09**	**Target 2009-10**	**Target 2010-11**
1.a Percentage of licensed day care centres and contracted family day home agencies that are accredited	30.7%	53%	64%	68%
1.b Percentage of families accessing the Family Support for Children with Disabilities Program that indicate the services provided had a positive impact on their child	86.7%	87%	n/a	87%

Performance Measure Under Development:
A new measure is being developed for this goal that will measure the percentage of Albertans who have information to better help in:

- Family Violence Situations
- Bullying Situations

Through its media campaigns the Ministry is working to educate witnesses to family violence and bullying on ways to respond to support victims.

Source:
Public Attitudes Towards Family Violence Survey

Notes:
1.a Accreditation standards of excellence promote each child's early growth and development, improving outcomes for children, families, staff and community. Accreditation is voluntary.
1.b This measure assesses the effectiveness of the Family Support for Children with Disabilities Program in making a positive impact on the children it serves.

Sources:
1.a Child Care Information System
1.b Family Support for Children with Disabilities Survey

Core Business Two: Keeping children, youth and families safe and protected

GOAL TWO

2

Families will be safe, healthy and able to promote children's development

What it means The Ministry works with all its partners to promote and support community-based strategies and resources that help families be safe, healthy, resilient and self-reliant by overcoming at-risk circumstances and ensuring children reside in permanent, nurturing homes.

Expected Outcomes: Children, youth and families overcome at-risk circumstances. Children, youth and families are safe, healthy, resilient and self-reliant.

Strategies

2.1 Implement and strengthen the coordinated provincial response to family violence and bullying with culturally sensitive and accessible community-based services and supports to increase the safety and healthy development of children and families in family violence and bullying situations, including emergency shelters for victims of family violence.

2.2 Continue to implement and monitor the government approved amendments to the *Protection Against Family Violence Act* and implement approved recommendations from the Women's Emergency Shelter Review.

2.3 Support increased collaboration between Child and Family Services Authorities and the Family and Community Support Services Program.

2.4 Collaborate with other ministries and government agencies, to improve supports for children, youth and families impacted by substance abuse including those affected by Fetal Alcohol Spectrum Disorder.

2.5 Continue to enhance the continuum of placement options for children in care, including foster care and kinship care, to ensure that children who cannot remain in their parental homes receive quality care.

2.6 Implement recommendations from the Foster Care Review.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Percentage of adults staying at government-funded women's emergency shelters who report that they are better able to keep themselves and the children under their care safer from abuse	95.9%	95%	95%	95%
2.b Percentage of families accessing Ministry programs that indicate positive impacts for their children. Ministry programs surveyed are:				
• Foster Care	84.7%	86%	n/a	87%
• Adoption	88.8%	90%	n/a	90%
• Child Care Subsidy	95.4%	96%	n/a	96%

Notes:

2.a Women's emergency shelter services are crucial elements in the prevention of family violence. This measure is about the effectiveness of government-funded women's emergency shelter services to support women having taken short-term (21-day) refuge from family violence in their efforts to reduce future risks of abuse.

2.b One key indicator for how programs and services are performing involves feedback from the users of those programs and services. This measure involves client surveys of key Ministry programs where clients can provide feedback on their satisfaction with services received and their perception of the program's impact on their family.

Sources:

2.a Women's Emergency Shelter Outcomes Exit Survey
2.b Multiple client surveys

GOAL THREE

3

Children in need will be protected and supported by permanent, nurturing relationships

What it means Every child deserves a home where they are safe and nurtured. The Ministry intervenes to support families in providing children with safe and nurturing environments that are free from abuse and neglect. When circumstances require children to be taken into care, the goal is to reunite the children with their families or to place the children in other nurturing, permanent homes as soon as possible.

Expected Outcomes: Children and youth in need are protected from further abuse and neglect. Children and youth in care are placed in secure and stable environments that allow for the development of life-long relationships and connection to family, culture and community.

Strategies

3.1 Implement the Casework Practice Model, which will support the caseworker's ability to improve the safety and well-being of children, involve families and children in decision-making, assure quality services to promote children's development, shorten the time children spend in government care and unite children with their families or place them in other permanent, nurturing homes.

3.2 Continue to develop and maintain quality assurance mechanisms including the Appeal Secretariat and the Social Care Facilities Review Committee.

3.3 Implement legislative and practice changes to the Protection of Sexually Exploited Children program to ensure effective services for sexually exploited children and youth, and provide prevention education related to child sexual exploitation and new technologies.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Percentage of children who suffer injury that results in hospitalization or death while receiving protective services	0.1%	0%	0%	0%
3.b Number of children, in the permanent care of the Director, for whom Adoption or Private Guardianship Orders are granted	402	465	477	489

Performance Measure Under Development:
A new measure is being developed for this goal to replace the previous 'Recurrence of Maltreatment' measure. It will measure the percentage of children and youth who received child intervention (family enhancement or protective services) and did not require protective services within 12 months of file closure.

Source:
Intervention Services Information System (ISIS)

Notes:

3.a 0.1% for 2006-07 represents a total of 12 children, three of whom died. The Ministry continues to strive to reach the target of 0%. While the target was not met in 2006-07, the Ministry's results on this measure are lower than those in the general child population in Alberta (when compared to statistics gathered from the Ministry of Health and Wellness: 0.482% for 2005-06).

3.b Ensuring children are supported by permanent, nurturing relationships is a key objective of the Ministry. Performance Measure 3.b provides an indicator of Ministry success in achieving placement permanency for children in permanent care.

Sources:

3.a and b Intervention Services Information System (ISIS)

Core Business Three: Promoting healthy communities for children, youth and families

GOAL FOUR 4

The well-being and self-reliance of Aboriginal children, youth, families and communities will be promoted and supported

What it means Aboriginal people have the desire and commitment to improve outcomes for and the success of Alberta's children, families and communities. The Ministry works with First Nations and Métis peoples to build on the strengths of Aboriginal communities in developing the governance, accountability and service delivery capacity to promote the care of their children, youth and families.

Expected Outcomes: Aboriginal communities have increased support to help meet the needs of their children, youth and families. There is a reduced number of Aboriginal children represented in the child intervention caseload. Aboriginal children, youth and families receive culturally appropriate services.

Strategies

4.1 Enhance accountability reporting on program and service delivery through Delegated First Nations Agencies.

4.2 Work with Métis Settlements, Region 10 Child and Family Service Authority and the Métis Nation of Alberta Association to better meet the needs of Métis children, youth and families.

4.3 Provide opportunities for ongoing dialogue and collaboration between Child and Family Services Authorities and Delegated First Nations Agencies to address common issues related to meeting the needs of Aboriginal children, youth and families, including a focus on promoting permanency.

4.4 Support Delegated First Nations Agencies to implement enhanced services, in alignment with the Casework Practice Model, which are culturally appropriate and meet the needs of children, youth and families living on First Nations reserves.

4.5 Continue to support the increase of involvement of Métis and non-status Aboriginals in the delivery of social service programs through the provision of educational assistance in the form of a bursary.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
4.a Percentage of Aboriginal children in foster care/kinship care who are placed with Aboriginal families	37.6%	41%	42%	43%

Note:

4.a When children and youth must be removed from their homes, efforts should be made to place them in families that are geographically and culturally appropriate and socially familiar and nurturing to the child. Focusing on Aboriginal children in foster care/kinship care, this measure is an effort to show how the Ministry is performing in its efforts to achieve appropriate cultural placement matching, thereby contributing to reconnecting Aboriginal children to their cultural roots and environment.

Source:

4.a Intervention Services Information System (ISIS)

GOAL FIVE

Communities will have the capacity for shared planning and delivery of services that promote the well-being of children, youth and families

What it means Children must have safe places to learn, grow and thrive outside the home, and a strong connection to family and community. The Ministry works in partnership with Albertans to build on the unique capacity of communities to deliver the right services for children, youth and families, in the right place and at the right time.

Expected Outcomes: Communities are responsive to issues/needs faced by children, youth and families. Children, youth and families participate in decisions that affect them.

Strategies

5.1 Strengthen the provision of strategic leadership to cross-ministry work that supports children and youth in becoming caring, contributing and self-reliant citizens.

5.2 Develop and enhance the capacity of Child and Family Services Authority Boards to effectively govern the regional authorities.

5.3 Promote policy-relevant research and effective practices to improve the outcomes for children, youth, families and communities through collaboration with cross-jurisdictional partners, national partners, universities, other ministries, the community and the Alberta Centre for Child, Family and Community Research.

5.4 Implement the Child and Youth Data Lab under Alberta Centre for Child, Family and Community Research's management and in collaboration with cross-ministry partners to provide government programs, service providers and researchers with improved capacity to access and use information for research, analysis and decision-making.

5.5 Support the continuing operations of Alberta's Promise, a public-private partnership dedicated to finding unrealized resources leading to new and better ways of working together to give children the opportunity to lead happy, healthy and successful lives.

5.6 Support community engagement strategies to enhance collaborative, coordinated responses to family violence and bullying, including the Community Incentive Fund.

5.7 Facilitate, promote and recognize youth engagement by supporting youth forums, youth networks and youth consultations.

5.8 Support the work of the Youth Secretariat and Youth Advisory Panel to identify and address issues facing youth.

5.9 Build a research network of international, national and provincial partners to help provide an evidence base for Alberta's prevention of family violence and bullying policy and program development.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
5.a Percentage of expenditures in the children/youth/families project and service category of Family and Community Support Services	49.1%	50%	50%	50%
5.b Percentage of children and youth who received family enhancement services and afterwards did not require protective services	75.1%	80%	80%	80%

Performance Measure Under Development:
A new measure is being developed that will measure the participation of community-based social service organizations in the planning and delivery of services that promote the well-being of children, youth and families.

Source:
A biennial survey to be developed for 2008-09.

Notes:
5.a The Ministry and local governments jointly fund preventative social services for Alberta through Family and Community Support Services, with one component being services for children, youth and families. This measure provides an indicator of the community's commitment to promote the well-being of children, youth and families through Family and Community Support Services.
5.b This measure is about the effectiveness of the family enhancement services – a child intervention delivery approach that engages families with community-based services to resolve issues before they escalate to a level that requires protective services.

Sources:
5.a FCSS Annual Program Reports
5.b Intervention Services Information System (ISIS)

MINISTRY-WIDE CORPORATE OBJECTIVES:

The Ministry-wide corporate objectives support goal achievement across all three core businesses. The Ministry Support Services division provides strategic and operational support for policy and program development and service delivery for the Ministry as well as support services to our community-based regional delivery system. The division coordinates and provides the Ministry support services in the matters of: planning, reporting, measurement, human resource and financial management, assurance and advisory services, information management and technology, legal services and intergovernmental initiatives. Children and Youth Services corporate objectives are to:

1. Support decision-making, corporate policy development, accountability, strategic planning and effective implementation of the Ministry Business Plan goals.
2. Provide human resource strategies to ensure there is organizational capacity to meet service delivery requirements and to enhance organizational effectiveness including work place health initiatives.
3. Identify and evaluate risks and/or safeguard resources, recommend improvements and assess if opportunities exist to improve business capacity, reduce administrative effort or costs.
4. Develop and implement leading edge strategic financial and accounting policies and practices, re-engineer budget planning, forecasting and reporting, and implement internal controls that enhance accountability, decision-making and use of financial resources, including transparency of Departmental grants.
5. Develop and implement technologies and management strategies for better accountability and collaboration, through a focus on information as a key Ministry asset requiring secure, accessible, innovative, dependable and adaptable service delivery and support.

6. Develop strategies and capacity to support the Ministry's requirement for legal services, identify legal risks and respond to legal issues, legislative needs and requirements for legislative development.
7. Provide leadership on international, national and interprovincial initiatives that address the safety, well-being and development of children, youth and families and promote women's issues.

EXPENSE BY CORE BUSINESS
(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Promoting the development and well-being of children, youth and families	357,999	402,316	396,827	495,906	517,943	527,905
Keeping children, youth and families safe and protected	524,420	547,298	562,800	584,097	603,802	612,209
Promoting healthy communities for children, youth and families	14,512	18,931	18,918	18,395	18,461	18,692
MINISTRY EXPENSE	896,931	968,545	978,545	1,098,398	1,140,206	1,158,806

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	49,500	55,500	55,500	63,500	63,500	63,500
Transfers from Government of Canada	243,137	314,950	265,817	304,982	309,495	321,896
Other Revenue	12,406	9,275	9,275	9,300	9,300	9,300
MINISTRY REVENUE	305,043	379,725	330,592	377,782	382,295	394,696
EXPENSE						
Program						
Promoting the development and well-being of children, youth and families:						
Family Support for Children with Disabilities	101,439	101,768	105,368	107,052	108,790	108,922
Family and Community Support Services	67,436	71,161	71,161	74,674	74,685	74,685
Child Care	103,730	134,036	121,036	196,636	213,709	222,600
Prevention of Family Violence and Bullying	33,954	36,203	37,103	39,051	40,743	40,805
Parenting Resources Initiative	18,328	18,094	21,710	23,684	24,531	24,638
Fetal Alcohol Spectrum Disorder Initiatives	5,181	9,549	9,549	18,030	18,201	18,249
Youth in Transition	5,020	6,000	6,000	6,830	6,254	6,254
Keeping children, youth and families safe and protected:						
Child Intervention Services	338,592	356,623	368,207	378,997	389,675	396,381
Foster Care Support	140,307	143,874	147,174	156,863	164,433	165,296
Protection of Sexually Exploited Children	6,179	6,203	6,203	6,411	6,651	6,840
Child and Youth Advocate	5,781	5,901	5,901	6,552	6,870	6,870
Promoting healthy communities for children, youth and families:						
Community Initiatives	9,760	14,187	14,187	13,706	13,751	13,964
Child and Family Research	2,000	2,000	2,000	2,000	2,000	2,000
Alberta's Promise	1,823	1,544	1,544	1,578	1,604	1,604
Support Services:						
Ministry Support	14,851	16,706	16,706	17,729	18,404	19,241
Program Support	37,012	40,396	40,396	43,505	44,805	45,357
Amortization of Capital Assets	2,022	2,800	2,800	3,600	3,600	3,600
Valuation Adjustments and Other Provisions	3,516	1,500	1,500	1,500	1,500	1,500
MINISTRY EXPENSE	896,931	968,545	978,545	1,098,398	1,140,206	1,158,806
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(591,888)	(588,820)	(647,953)	(720,616)	(757,911)	(764,110)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	305,043	379,725	330,592	377,782	382,295	394,696
Inter-ministry consolidation adjustments	(49,500)	(55,500)	(55,500)	(63,500)	(63,500)	(63,500)
Consolidated Revenue	255,543	324,225	275,092	314,282	318,795	331,196
Ministry Expense	896,931	968,545	978,545	1,098,398	1,140,206	1,158,806
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**896,931**	**968,545**	**978,545**	**1,098,398**	**1,140,206**	**1,158,806**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(641,388)	(644,320)	(703,453)	(784,116)	(821,411)	(827,610)

Culture and Community Spirit

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Lindsay Blackett

Lindsay Blackett, *Minister of Culture and Community Spirit*
April 4, 2008

THE MINISTRY

Culture and Community Spirit provides a broad range of programs that support a high quality of life and are valued by Albertans. Support to Alberta's arts and cultural industries enhances the lives of all Albertans and helps to attract and retain the creative and skilled knowledge workers Alberta needs to ensure continued prosperity. Quality of life is further supported through programs that provide financial assistance to communities, the non-profit/voluntary sector, the arts, film and heritage. The preservation and presentation of Alberta's historical resources is realized through the Provincial Archives of Alberta and world renowned museums and historic sites across the province. Albertans also benefit from human rights legislation that protects them from discrimination and promotes fairness and full participation in the social, economic and cultural life of the province.

The Ministry includes the Department, the Alberta Human Rights and Citizenship Commission and the following reporting entities:

- Alberta Foundation for the Arts
- Alberta Historical Resources Foundation
- Government House Foundation
- Historic Resources Fund
- Human Rights, Citizenship and Multiculturalism Education Fund
- Wild Rose Foundation

The essential elements of each of these entities' strategic plans are integrated within this consolidated Ministry business plan.

VISION

A superior quality of life that makes Alberta one of the best places to live, work and visit.

MISSION

To promote, develop and preserve Alberta's culture and heritage in support of vibrant and inclusive communities.

CLIENTS AND STAKEHOLDERS

Services are provided to the visitors of historic sites, museums, interpretive centres, the Provincial Archives of Alberta and the Jubilee Auditoria. Culture and Community Spirit also has a broad range of clients and stakeholders who work closely with the Ministry. These include:

- Cultural industries
- Municipal, provincial, national and international governments
- Cooperating (friends) societies and Minister's advisory committees
- Heritage, non-profit/voluntary, human rights, diversity, multiculturalism and arts organizations
- Aboriginal communities and organizations
- Universities, colleges and the business sector

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Government of Alberta Goal	Ministry Services
Goal 1: Alberta will have a prosperous economy	• Attracting and retaining knowledge workers by enhancing Alberta's reputation as a sophisticated, modern province with a thriving cultural sector in urban and rural Alberta. • Growing Alberta's film and television production industry by marketing Alberta's production locations and financial incentives. • Facilitating the development of the sound recording and book and magazine publishing industries.

Goal 7:	Alberta will be a safe place to live, work and raise families	• Preventing discrimination and promoting the benefits of diversity and multiculturalism through developing policies, resolving and adjudicating human rights complaints and promoting understanding of Alberta's human rights legislation through awareness initiatives and educational resources and programs. • Working with communities and organizations to help build inclusive and welcoming communities and workplaces for Albertans.
Goal 8:	Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources	• Supporting the non-profit/voluntary sector, the arts, film, project-based community initiatives and public-use facilities. • Implementing the Community Spirit Program to help increase charitable cash donations in Alberta. • Operating a network of provincial heritage facilities and preserving cultural resources of significance to Alberta. • Acquiring and preserving significant private and government records and making them available for research and interpretive purposes.

Government of Alberta Priorities

Culture and Community Spirit is working with other ministries to achieve the Government of Alberta's priority to *promote strong and vibrant communities and reduce crime so Albertans feel safe.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry supports a diverse range of programs and services that contribute to a high quality of life and make Alberta one of the best places to live, work and visit. Significant opportunities and challenges affecting the Ministry's ability to achieve its goals include:

- Growth in the film and television industry is due to Alberta's winning combination of diverse locations, expert crews and the Alberta Film Development Program, which provides incentives to productions from around the world. Government support is required to keep pace with the 14 per cent annual growth rate that the industry is experiencing.

- There is a high level of recognition among Albertans that arts and culture are important to enhancing quality of life. Arts and culture also play an important role in attracting and retaining the needed additions to Alberta's workforce. Albertans spend the most money per capita of all Canadians on cultural goods, services and activities, including attendance at live performing arts presentations and admissions to museums. Alberta also had the highest growth in spending on cultural goods and services in Canada between 1997 and 2005. In 2005, 94 per cent of Albertans indicated that having a wide variety of cultural activities and events makes Alberta a better place to live.

- Alberta communities benefit significantly from the non-profit/voluntary sector, which plays a crucial role in developing programs and services and in fostering citizen participation. Approximately 2.5 million Albertans volunteer and their combined efforts are equivalent to 234,000 full time jobs. However, the non-profit/voluntary sector is faced with unprecedented challenges in the areas of paid staff turnover, declining volunteer rates and escalating operational costs. Working with the sector in a collaborative process to build organizational capacity and address these challenges has never been more important.

- Albertans know the importance of donating to charities and are some of the most giving and generous people anywhere. The implementation of the Community Spirit Program provides an opportunity to assist Albertans in making a difference in their communities by encouraging increased charitable giving.

- To keep pace with population growth and increased usage, infrastructure upgrades and maintenance are necessary to ensure safe and enjoyable experiences in Alberta's historic sites, museums, Jubilee Auditoria and community public-use facilities.

- The renewal of the Royal Alberta Museum provides a key opportunity to invest in Albertans' quality of life. The renewed museum will provide a signature showcase for the province and a centre of excellence for preserving, presenting and learning about Alberta's rich past.

- Albertans want equal opportunity to earn a living, find a place to live and enjoy services without experiencing racism or discrimination. The vast majority of Albertans (94 per cent) believe that an environment free of discrimination is important to the overall quality of life in their community.

- Given Alberta's growing and increasingly diverse population and the growing complexity of human rights issues, there is a need for a continued focus on programs and services that protect Albertans from discrimination and contribute to a more inclusive and respectful society where all can enjoy the benefits of living in Alberta. Most Albertans (82 per cent) believe they have the opportunity to participate in the social, economic and cultural life of the province without discrimination.

STRATEGIC PRIORITIES 2008-11

The strategic priorities described below have been identified through a review of factors affecting the Ministry. They are in addition to the important ongoing core activities of the Ministry and are of primary importance in focusing the Ministry on achieving its goals:

BUILDING OUR QUALITY OF LIFE

1. **Build a Culturally Vibrant Province**

   Linkage:
   Goals 1, 2, 3, 4 and 5

   Promote and support culture in Alberta by working with partners to implement *The Spirit of Alberta: Alberta's Cultural Policy* and establishing a Premier's Council on Arts and Culture. This involves partnering with other ministries, agencies and communities to realize the importance of culture in shaping public policy and program development. Additional priorities include working with the Ministry of Justice to promote strong and vibrant communities and reduce crime so Albertans feel safe, supporting Alberta's non-profit/voluntary sector by implementing province-wide training opportunities and promoting Alberta's artists through the 2010 Cultural Olympiad.

2. Community Spirit Program

Linkage: Goal 3

Lead the implementation of the Community Spirit Donation Grant Program to provide proportional matching grants to eligible non-profit and charitable organizations based on individual cash donations. The program is based on input received from Albertans and recommendations from an MLA committee. Increased charitable giving will also be supported by promoting awareness and understanding of Alberta's enhanced charitable tax credit.

3. Inclusive Communities

Linkage: Goal 5

Foster equality, reduce discrimination and barriers to full participation in society, and help build welcoming and inclusive communities and workplaces for all Albertans. Priorities identified through stakeholder consultations will be implemented to build inclusive organizations and communities, and to help reduce barriers that exclude some Albertans. Priority will be placed on promoting the benefits of human rights, diversity and inclusion; supporting the inclusion and integration of immigrants; and collaborating with stakeholders.

4. Infrastructure

Linkage: Goals 3 and 4

Improve infrastructure for community public-use facilities, historic sites, museums and interpretive centres in order to expand capacity to address Alberta's growing population and repair or replace aging and deteriorating facilities. This includes renewing the Royal Alberta Museum, modernizing exhibits and developing collections to reflect new areas of interest. Infrastructure improvements are further supported by capital grants provided through the Major Community Facilities Program for new or enhanced community-owned facilities used for sport, recreation, culture, wellness and public-use.

CREATING AND PROTECTING OUR OPPORTUNITIES

5. Diversify the Economy through the Cultural Industries

Linkage: Goal 1

Generate activity and investment in the cultural industries, including film and television, sound recording and book and magazine publishing, through targeted financial support. Specific priorities include aligning industry and government efforts and exploring options for a new funding model to better support the sustainability of Alberta's film and television industries.

GUIDING VALUES AND PRINCIPLES

The Ministry is guided by the following shared values of the Alberta Public Service:

Respect: We foster an environment in which each individual is valued and heard.
Accountability: We are responsible for our actions and for contributing to the effectiveness of the public service.
Integrity: We behave ethically and are open, honest and fair.
Excellence: We use innovation and continuous improvement to achieve excellence.

Embracing these values ensures a common understanding of what we do, how we do it and where we are headed.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Ministry is committed to a process of strategic planning that includes an ongoing review of the relevance of all core businesses, goals, strategies and performance measures, and the evaluation of results achieved, in order to improve performance and support informed decision-making.

The Ministry's core businesses are linked to goals that reflect the desired results of programs and services delivered by the Ministry. Specific strategies outline how the Ministry aims to achieve each goal. Success in achieving these goals is measured through a range of performance measures. Targets for the measures are intended to be challenging and attainable and are based on historical performance and expected future conditions

Core Business One: Foster the sustainability and appreciation of Alberta's cultural industries and the arts

GOAL ONE

Increased growth, sustainability and investment in Alberta's cultural industries, including film and television, sound recording and book and magazine publishing

What it means

- Promoting and marketing Alberta's cultural industries.
- Communicating advancements in technology supporting Alberta's cultural industries to stakeholders and clients.
- Delivering training programs and "film friendly" workshops to Alberta communities to support and attract film and television production.
- Marketing Alberta's production expertise, locations and financial incentives to the local, national and international motion picture industry.
- Providing financial support and incentives to assist in the development of a strong Alberta production industry and improve Alberta's competitiveness in motion picture production and investment.
- Providing financial assistance through the Alberta Foundation for the Arts to support sound recording and book and magazine publishing in Alberta.

Strategies

1.1 Collaborate with cultural industry stakeholders to align government and industry efforts and develop ways to increase industry capacity, sustainability and development.

1.2 Complete two pilot projects, one domestic and one foreign, for dramatic series over a two-year period that will help determine a new funding model to better meet the needs of the film and television industry and attract more dramatic series to the province.

1.3 Develop a business case to identify alternative funding models supporting sustainability and growth of the film and television production industry.

1.4 Enhance financial support to the sound recording and book and magazine publishing industries, and examine program delivery options to ensure the best model is in place.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Dollars spent in Alberta as a result of film and television productions supported by the Alberta Film Development Program ($million)	124.0	150	135	149

Performance Measure Under Development:
This is a new goal and the Ministry is developing an additional performance measure to help indicate progress.

GOAL TWO 2

Alberta is a culturally vibrant province with a thriving arts sector that is valued by Albertans

What it means

- Promoting participation in, and fostering appreciation of, the arts through the Alberta Foundation for the Arts.
- Hosting international touring theatre companies and musicians and a wide variety of cultural and community events at the Northern and Southern Jubilee Auditoria.
- Preserving, maintaining and displaying Alberta's art collections.
- Classifying all films prior to public exhibition, and promoting Alberta's film rating system to encourage informed viewing.
- Licensing and regulating film distributors, and communicating classifications to movie theatres and media outlets.

Strategies

2.1 Promote and support culture in Alberta by working with partners to implement *The Spirit of Alberta: Alberta's Cultural Policy* and establishing a Premier's Council on Arts and Culture.

2.2 Profile Alberta's culture by supporting the participation of Alberta artists in the 2010 Cultural Olympiad celebrations.

2.3 Work with clients and stakeholders to foster sustainability of the arts by improving key programs and services.

2.4 Improve access to public art collections through the Travelling Exhibition and the Art Placement Programs.

2.5 Review and update Alberta's film and video legislation to ensure it reflects current culture and technology.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Participation in arts activities or events by adult Albertans	87.6%	89%	89%	90%

Core Business Two: Support Alberta's communities and the non-profit/voluntary sector

GOAL THREE 3

Alberta is strengthened through support to communities and the non-profit/voluntary sector

What it means

- Recognizing, promoting and providing financial support and training to the non-profit/voluntary sector through the Wild Rose Foundation.
- Delivering the Board Development Program to support enhanced capacity within the non-profit/voluntary sector.
- Providing community organizations and municipalities with consultative, training and facilitation services to support increased coordination and capacity.
- Supporting Alberta's community organizations and public-use facilities through programs and grants (e.g., Community Facilities Enhancement Program, Other Initiatives Program, Community Initiatives Program).

Strategies

3.1 Implement a Community Spirit Donation Grant Program that provides proportional matching grants to eligible non-profit and charitable organizations.

3.2 Implement an education and awareness program for the enhanced charitable tax credit and the donation grant program.

3.3 Provide funding for the planning, upgrading and development of community-use facilities through programs such as the Major Community Facilities Program.

3.4 Evaluate current practices for the management and administration of grant programs and develop solutions focused on improving client service and ensuring consistency, transparency and efficiency.

3.5 Support Alberta's non-profit/voluntary sector by implementing province-wide training opportunities.

3.6 Work with the non-profit/voluntary sector in a collaborative process to build organizational capacity and address challenges faced by the sector.

3.7 Work with the Ministry of Justice to promote strong and vibrant communities and reduce crime so Albertans feel safe.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Level of community volunteerism by adult Albertans	65.4%	67%	67%	68%
3.b Percentage of Community Initiatives Program/ Community Facilities Enhancement Program grant recipients who indicate the funding benefited their community	98.1%	98%	98%	98%
3.c Customer satisfaction with capacity building facilitation services and workshops	97.1%	98%	98%	98%

Core Business Three: Promote and preserve Alberta's rich heritage

GOAL FOUR 4

Alberta's rich heritage is valued and the province's historical resources are preserved to enhance learning and research

What it means

- Managing and promoting a network of provincial heritage facilities that includes the Provincial Archives of Alberta, five major museums and 14 historic sites and interpretive centres.
- Managing Alberta's unique and irreplaceable historic legacy of over 10 million objects; more than two million maps, architectural drawings and photographs; almost 50,000 linear meters of archival documents; and over 110,000 hours of film, video and sound recordings.
- Protecting over 500 designated historic places and tens of thousands of archaeological and palaeontological sites.
- Regulating land-based development activities to preserve significant historical resources and ensure that heritage site management is included in industry operating procedures.
- Providing communities with advice and funding assistance for historical preservation and presentation through the Alberta Historical Resources Foundation.
- Developing learning opportunities for students and visitors through curriculum-based and general interest programs, events and activities.
- Maintaining an international reputation for original scholarly research.

Strategies

4.1 Renew the Royal Alberta Museum to enrich the visitor experience and improve the museum's capacity to safeguard and provide public access to irreplaceable heritage collections.

4.2 Improve service to the public by enabling electronic access to, and preservation of, Alberta's historical resources.

4.3 Prioritize and implement improvements to heritage and cultural facilities, including a review of existing facilities and collection storage.

4.4 Present learning enrichment activities to students and the public through in-house workshops, programs, events, camps, and outreach and video conference programming throughout North America.

4.5 Support the cross-ministry First Nations Consultation Policy on Land Management and Resource Development by collaborating with industry and First Nations to protect heritage sites and facilitate cooperation.

4.6 Encourage the protection of local historic places by assisting rural and urban municipalities with the development of municipal heritage resource management programs.

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
4.a Visitor satisfaction with experiences at provincial historic sites, museums and interpretive centres	98.5% (2006-07)	98%	98%	98%
4.b Percentage of visitors to provincial historic sites, museums and interpretive centres who rated the knowledge they gained of Alberta history as excellent or good	90.3% (2006-07)	92%	92%	92%
4.c Economic impact of provincial historic sites, museums and interpretive centres ($million):				
i. Value-added impact	61.2 (2005-06)	63	63	63
ii. Taxation revenue returned to three levels of government	24.4 (2005-06)	25	25	25

Core Business Four: Protect human rights, promote fairness and access, and support the inclusion of all Albertans

GOAL FIVE

Albertans participate in the social, economic and cultural life of the province without discrimination

What it means

- Promoting awareness and understanding of Alberta's human rights legislation.
- Resolving and adjudicating human rights complaints.
- Providing education, information and consultative services that support human rights, equity, diversity and multiculturalism in the province.
- Providing financial support to community organizations and public institutions through the Human Rights, Citizenship and Multiculturalism Education Fund for initiatives that foster equality, reduce discrimination and racism, remove organizational barriers and increase community capacity to build inclusive organizations and communities.
- Collaborating with other governments and organizations, and representing the province's international human rights responsibilities.

Strategies

5.1 Develop and implement strategies that help build welcoming and inclusive communities and workplaces, particularly for immigrants and ethno-cultural and racial groups.

5.2 Review and research the policy and legislative framework that protects human rights and promotes fairness and access to the opportunities to participate fully in the social, cultural and economic life of the province.

5.3 Address the elimination of barriers limiting Albertans from participating in society through support from the Human Rights, Citizenship and Multiculturalism Education Fund.

5.4 Support non-profit organizations and public institutions in building their capacity to develop and deliver effective initiatives that advance the goal of full civic participation.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
5.a Percentage of adult Albertans who believe human rights are well protected in Alberta	88.1%	89%	90%	91%

Performance Measure Under Development:
The Ministry is developing a new performance measure focusing on discrimination in the workplace.

MINISTRY SUPPORT ACTIVITIES

The following activities are provided to optimize performance and support all of the Ministry's goals:

- Accurate, concise and timely communication with clients, stakeholders and the public.
- Strategic human resource management advice and professional services in the areas of staffing, classification, labour relations and occupational health and safety.
- Expertise and leadership in policy coordination, program evaluation, legislative services, planning, performance measurement, enterprise risk management and business continuity planning.
- Strategic financial advice and services in the areas of financial planning, reporting and operations to ensure the effectiveness and efficiency of financial management, accountability and administration functions within the Ministry.
- Strategic leadership and services in the areas of information management and technology to support decision making and service delivery.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Foster the sustainability and appreciation of Alberta's cultural industries and the arts	57,113	53,809	53,409	64,579	65,994	66,102
Support Alberta's communities and the non-profit / voluntary sector	201,932	357,403	342,284	418,321	213,572	215,856
Promote and preserve Alberta's rich heritage	44,142	50,999	52,329	62,043	58,578	59,502
Protect human rights, promote fairness and access, and support the inclusion of all Albertans	6,346	7,350	7,241	7,880	8,359	8,538
MINISTRY EXPENSE	309,533	469,561	455,263	552,823	346,503	349,998

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	239,793	402,915	387,895	475,547	270,206	272,208
Transfers from Government of Canada	1,250	527	690	526	526	526
Investment Income	1,627	1,542	1,542	1,981	2,031	2,031
Premiums, Fees and Licences	5,278	4,342	5,098	4,982	4,987	4,987
Other Revenue	10,550	9,824	11,396	11,199	11,260	11,333
MINISTRY REVENUE	258,498	419,150	406,621	494,235	289,010	291,085
EXPENSE						
Program						
Culture	69,972	67,761	67,571	78,406	80,078	80,363
Community Lottery Grants	187,690	341,603	326,496	402,321	197,070	199,155
Heritage	41,253	47,131	48,928	57,493	53,513	54,392
Human Rights and Citizenship	5,872	6,716	6,684	7,134	7,529	7,700
Ministry Support Services	4,517	6,236	5,470	7,369	8,213	8,288
Valuation Adjustments and Other Provisions	229	114	114	100	100	100
MINISTRY EXPENSE	309,533	469,561	455,263	552,823	346,503	349,998
Gain (Loss) on Disposal and Write Down of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(51,035)	(50,411)	(48,642)	(58,588)	(57,493)	(58,913)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	258,498	419,150	406,621	494,235	289,010	291,085
Inter-ministry consolidation adjustments	(239,793)	(402,915)	(387,895)	(475,547)	(270,206)	(272,208)
Consolidated Revenue	18,705	16,235	18,726	18,688	18,804	18,877
Ministry Expense	309,533	469,561	455,263	552,823	346,503	349,998
Inter-ministry consolidation adjustments	(123)	(125)	(150)	(150)	(150)	(150)
Consolidated Expense	**309,410**	**469,436**	**455,113**	**552,673**	**346,353**	**349,848**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(290,705)	(453,201)	(436,387)	(533,985)	(327,549)	(330,971)

Education

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Dave Hancock, Q.C. *Minister of Education*
April 4, 2008

THE MINISTRY

The Ministry of Education consists of the Department of Education and the Alberta School Foundation Fund. The success of every student is our highest priority.

The Department of Education works in collaboration with students, parents, educators and the school community at large to provide opportunities for Alberta children and youth to develop the skills they need to be capable, contributing members of society. This 2008-11 business plan sets the course for the education system in Alberta over the next three years.

The Department of Education:

- develops and supports implementation of policies, programs and standards,
- promotes continuous improvement of student learning through assessing and reporting results,
- certificates teachers and conducts workforce planning for the education sector,
- provides funding to school authorities on an equitable basis and monitors the financial management of school jurisdictions, and
- provides leadership and inspiration to the 21st century classroom and learning centre to support student achievement and maintain its world-class education system.

The Ministry of Education is defined through its vision, mission, values and principles. The Ministry's vision is its view of the future. The mission describes the Ministry's purpose and reason for existence. The Alberta Public Service values demonstrate the beliefs or traits that guide Ministry actions, and the principles identify the Ministry's method of operating.

VISION

The best Kindergarten to Grade 12 education system in the world.

MISSION

The Ministry of Education, through its leadership, partnerships and work with the public – including stakeholders – inspires, motivates and provides the necessary tools and opportunities for every child to attain the knowledge, skills and attributes required for lifelong learning, self-sufficiency, work and citizenship.

ALBERTA PUBLIC SERVICE VALUES

Respect	We foster an environment in which each individual is valued and heard.
Integrity	We behave ethically and are open, honest and fair.
Accountability	We are responsible for our actions and for contributing to the effectiveness of the public service.
Excellence	We use innovation and continuous improvement to achieve excellence.

PRINCIPLES

Student Centred	The highest priority of the education system is the success of each student.
Leadership	Alberta is a leader in academic excellence so that all students can find their passions and achieve their potential.
Accessible	Every student in Alberta has the right of access to a quality basic education consistent with the student's needs and abilities.
Responsive	The education system is flexible, anticipates student needs and provides opportunities for parent and student choice.
Innovative	The education system demonstrates leading-edge innovation in support of improved student learning outcomes.
Collaborative	The foundation for lifelong learning best occurs when partners and stakeholders work together to provide a holistic approach and a supportive environment.
Equitable	All students have equitable access to quality learning opportunities.
Accountable	All those involved in the education system are accountable to Albertans for quality results, system sustainability and fiscal responsibility.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry of Education ensures that its business plan is directly aligned with and supports the goals and priorities of the 2008-11 Government of Alberta Strategic Business Plan.

Link to Goals in the Government of Alberta 3-Year Business Plan

- Goal 2: Albertans will be well prepared for lifelong learning. Quality basic education enables children and youth to develop into responsible, caring, creative, self-reliant and contributing members of society. The education system helps them develop the skills they need to achieve their aspirations and maximize their potential.

Government of Alberta Priorities

- Work with Advanced Education and Technology to *enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy.*
- Work with Justice to *promote strong and vibrant communities and reduce crime so Albertans feel safe.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The following environmental factors have been identified as having significant potential to influence the Ministry of Education's direction. The Ministry has considered these factors in the context of identifying strategic priorities and strategies that will ensure high quality learning opportunities, excellent student outcomes and Ministry support for continuous improvements to the education system.

Learning in the 21st Century

The beginning of the 21st century has brought about significant changes to society. These changes – diversity of student population, new and emerging occupations and careers, shifts in family structures, what we now know about how students learn, and increased use of technology – have all impacted teaching and learning. These shifts need to be acknowledged in Alberta Education's approach to teaching and learning if we wish to remain a leader in education, nationally and internationally.

Advancing Alberta's place in a new knowledge-based economy necessitates the development of essential skills such as critical thinking, problem solving, innovation, consensus building, collaboration and self-direction, which have always been and continue to be important. As well, students and teachers in Alberta need to be equipped to access and convert information into understanding in a meaningful way. The ability to synthesize and develop core understandings is key to responding to changes in the future. Alberta's students need to be able to respond and adapt to change, as well as develop, transfer and apply their knowledge and skills. They also need to have opportunities to develop self-reliance, to learn to support themselves and their families, and to contribute to their communities. A range of choices in careers should be available to them, so they feel fully engaged as active and responsible citizens, playing a role in Alberta's growth and future.

Accountability goes hand in hand with a strong education system. A central component of an effective accountability system is effective student assessment practices. Assessment of and for learning are integral components of learning in the 21st century. Assessment of learning confirms what students know and provides evidence of achievement to students, parents, teachers and the public. Assessment for learning occurs throughout the learning process and is designed to help teachers, students and parents plan for what they can do to foster success. Teachers, students and parents rely on teacher observation, review of student work and student self-reflection to help them plan for instruction and learning. Strong assessment of and for learning are critical to student success.

Public Expectations

Alberta has an outstanding education system, recognized nationally and internationally as one of the best in the world. International test results in 2006 from the *Programme for International Student Assessment* indicate that Alberta students continue to be among the top in the world, scoring second in science, and tying for third in reading and fifth in math.

The challenge is to maintain high levels of performance while working toward continuous improvement by finding ways to strengthen the education system at all levels, including school, school jurisdiction and department. The public expects an education system that is sustainable, fiscally responsible and accountable for results. The public anticipates that students will be well prepared for the future in an increasingly global environment. They expect to have an education system that is resourced to respond to diverse needs and to provide access to optimum learning opportunities for all children and youth throughout their school years. Albertans also recognize that a world-class education requires cooperation and collaboration. Everyone, from parents to students, teachers and administrators, government and the community, has an important role to play in building and maintaining a strong education system.

Changing Demographics and Economics

Alberta's vibrant economy is presenting unique opportunities and challenges for the education system. The strong economy is generating significant in-migration, while a younger-than-average population is reflected in increased fertility rates. Rapid population growth is creating a need for increased education infrastructure in some areas, as well as additional English as a Second Language programming. At the same time, declining populations in many rural areas present challenges in providing access to a broad range of programs for students. Urbanization creates increasing challenges in attracting and retaining teachers in rural and remote areas.

Many children and youth are facing health and social challenges from poverty, family breakdown, substance abuse and gambling, to eating disorders and obesity, physical, mental or emotional problems, bullying, and personal safety and security issues. There must be effective supports within the education system and successful collaboration and community partnerships, including appropriate health and service providers and support organizations. These efforts ensure that students and their families are supported and that all students have the opportunity for safe and healthy development.

Technology in Education

Technology is prevalent in all aspects of society and culture and is an integral part of the lives of most children and youth. Devices such as computers, portable multimedia players and cell phones are a part of their daily lives. The Internet allows them to find information, connect with others, and add their own content. Students are using these technologies with ease and applying them in fundamentally different ways than many adults using the same tools. Educators face the challenge of integrating technology effectively throughout all areas of curriculum and classroom practices.

Technology provides tremendous opportunities for education, including:

- Assistive technology in the classroom to make learning accessible for all students;
- Technologies that provide greater learning and teaching opportunities, such as electronic whiteboards and mobile computing devices;
- Video conferencing to open a window to an expanded view of the world and experiences as global citizens, as well as to increase access to programming, support second-language instruction, enhance programs and experiences for teachers, and facilitate sharing of content expertise; and
- Flexible and innovative learning opportunities for students – any time, any place.

Education Sector Workforce

The strength of Alberta's education system depends in large part on highly skilled and dedicated teachers and administrators with support from teacher assistants and aides, counsellors, and health, community and family service providers. However, consistent with Alberta's population as a whole, the education sector workforce is aging. The largest age group of educators is between 45 and 60 years of age. At the same time, Alberta's school-age population is expected to exceed all previous historical peaks within the next ten years. Attraction and retention of skilled, proficient, child-centred teachers is crucial. Appropriate support for the classroom teacher and schools is vital.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

CREATING AND PROTECTING OUR OPPORTUNITIES

1. **Participation and Completion Rates** **Linkage: Goals 1 and 2**	Increase student participation and completion rates in health, math, science and career and technology studies courses to grow the technology and science sectors. The Ministry will focus its efforts at all grade levels to address this priority. Recognizing that an estimated 80 per cent of new jobs created will require some form of post-secondary education and that completing high school has far-reaching benefits both for individuals and for society as a whole, the Ministry will continue to work with the public, government partners, stakeholders and students to achieve a system where every student is inspired – and has the opportunity – to succeed, graduate and enroll in an appropriate form of post-secondary education or lifelong learning.
2. **Success for All Students** **Linkage: Goals 1, 2 and 3**	The education system in Alberta comprises a rich and diverse student population. A key focus of the Ministry is to ensure that the education system continues to expand its capacity to remain adaptable, innovative and responsive to the current and emerging needs of students. Effective transitions are needed throughout the system from early childhood through Kindergarten to Grade 1, elementary to junior high, junior high to senior high, and on to high school completion and into post-secondary / trades / apprenticeship programs or the world of work. The learning environment must acknowledge children's varied backgrounds and provide access to quality programs for all children, including children at risk. The Ministry is also committed to developing a comprehensive and collaborative approach to health, social and learning programs and services for children and youth to ensure that all students are well cared for, safe, healthy and successful at learning.
3. **First Nations, Métis and Inuit Student Success** **Linkages: Goals 1, 2 and 3**	An ongoing priority for Education is to improve the educational attainment of First Nations, Métis and Inuit students in provincially funded schools. The Ministry is working with the education system, community and government partners to enhance Aboriginal learner success.
4. **Strengthening the Education Sector Workforce** **Linkage: Goals 1, 2, and 3**	The Ministry recognizes that a strong and robust workforce is essential in meeting the needs of learners. To this end, the Ministry is taking a proactive approach to emerging pressures in the education sector workforce, ensuring a child and youth-centred workforce with the best people in the right places, at the right times, with the right skills to meet the needs of learners.
5. **Enhancing Relationships** **Linkage: Goal 3**	A key focus of the Ministry of Education is to sustain and enhance relationships to ensure that the education system continues to expand its capacity to remain adaptable, innovative and responsive to the needs of Alberta students for today and tomorrow. The Ministry is developing new opportunities and approaches to engage stakeholders and communities across the province. This will result in feedback from a range of perspectives on the needs of the 21st century learner, thereby ensuring our education system reflects the needs of the changing world in which we live.

6. Schools Where Students Live and Learn

Linkage: Goal 3

The Government of Alberta is committed to managing growth pressures resulting from the province's thriving economy. For the Ministry of Education, that means working in partnership with Infrastructure and Treasury Board to assess financing strategies for school construction to ensure schools are available where students live and learn. It also means exploring innovative and creative solutions to school infrastructure to ensure students are educated in safe and well-maintained facilities.

BUILDING OUR QUALITY OF LIFE

7. Access to Early Learning Opportunities and Intervention for At-Risk Children

Linkage: Goals 1 and 2

Increase broad-based supports and early intervention initiatives for at-risk children to improve their learning outcomes. The Ministry will develop and encourage partnerships and provide resources that enable appropriate learning opportunities so at-risk children and youth can overcome barriers to success. All students should be inspired and have the opportunity to find their passions and to be successful. Many students within the system require additional supports in order to succeed. As the learning that occurs in a child's first few years has a profound influence on his or her success in school and future quality of life, the Ministry is enhancing its collaborative approach to early learning and care.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Ministry of Education has identified one core business that is an ongoing key responsibility. The core business includes three goals with specific outcomes that describe the end results the Ministry wants to achieve in fulfilling its mission. The Ministry also has identified strategies for 2008-11 that support the Ministry goals and the Government of Alberta Strategic Business Plan.

Performance measures indicate the degree of Ministry success in achieving its goals and outcomes. In assessing progress, targets are considered met if the result is within five per cent of the target value, and targets are considered exceeded if the result is more than five per cent above the target value (except for provincial achievement tests).

Core Business One: Lead and Support the Education System So That All Students Are Successful at Learning

GOAL ONE

High quality learning opportunities for all

What it means The Ministry of Education provides high quality learning opportunities for students by:

- Setting policies and standards for program and resource development;
- Developing programs to meet the needs of all students;
- Providing support for program implementation, including in-servicing and professional development for teachers to achieve implementation;
- Providing funding for the education system; and
- Encouraging research, innovation and inspiration to ensure continuous improvement and leading-edge practices.

High quality learning opportunities for all include increased access to and participation in educational programs to enable successful learning for all students. The Ministry will continue to implement strategies that help in achieving this goal.

The following have been identified as Goal 1 outcomes:

- The education system meets the needs of all students, society and the economy.
- Schools provide a safe and caring environment.
- Children and youth at risk have their needs addressed through effective programs and supports.
- Students complete programs so that they are ready to attend post-secondary institutions and/or contribute as members of society and the economy.

Strategies

1.1 Develop, acquire and implement programs of study and learning and teaching resources in English and French that are responsive to students' needs, that focus on essential skills including critical thinking, problem solving and creativity, and that maximize the impact of emerging technologies on improving education.

1.2 Enhance learning opportunities for students in the areas of humanities; second language acquisition; and cultural education, including art, music, drama and dance.

1.3 Expand opportunities for students to examine career options by exploring innovative career and technology studies delivery models, including regional centres of career and technology studies, which will support increased high school completion rates and growth in the technology and science sectors.

1.4 Enhance student opportunities to explore and pursue health care careers through development of work-related programs.

1.5 Work with other ministries and stakeholders to support the development of a comprehensive approach to learning and wellness for students.

1.6 Foster a safe and caring school environment and create a culture of understanding of, and respect for, differences.

1.7 Work with stakeholders to implement province-wide strategies, actions and community initiatives that will increase Alberta's five-year high school completion rate.

1.8 Implement the distributed learning strategy in collaboration with the education sector.

1.9 Enhance access to learning opportunities for students in small and rural schools.

1.10 Work with school authorities to promote innovative learning and teaching through increased access to classroom technologies.

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Overall student, parent, teacher, school board member and public satisfaction with the quality of basic education	85% (2006-07)	85%	86%	86%
1.b Overall satisfaction of students, parents, teachers, school board members and the public that students are receiving a solid grounding in core subjects	84% (2006-07)	84%	85%	85%

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
1.c Overall satisfaction of students, parents, teachers and school board members with the opportunity of students to receive a broad program of studies	78% (2006-07)	79%	79%	80%
1.d Overall agreement of students, parents, teachers and school board members that schools are safe and caring	92% (2006-07)	90%+	90%+	90%+
1.e Annual dropout rates of students aged 14-18	4.7% (2005-06)	4.7%	4.6%	4.5%
1.f High school completion rate of students within five years of entering Grade 10	78.6% (2005-06)	79%	80%	81%

Performance Measure Under Development:
Employer satisfaction with the skills and quality of work of their employees who are recent high school graduates, with a last actual of 77 per cent in 2005-06.

GOAL TWO

Excellence in student learning outcomes

What it means The Ministry of Education supports the achievement of excellence in learning outcomes by providing flexible programming options designed to address the diversity of student needs. Excellence in learning outcomes means that all students are well prepared for lifelong learning, work and citizenship, and have the skills and knowledge to be successful. Support is also provided through effective implementation of provincial and school-based student assessments.

The following have been identified as Goal 2 outcomes:

- Students demonstrate high standards in learner outcomes.
- Students are well prepared for lifelong learning.
- Students are well prepared for employment.
- Students model the characteristics of active citizenship.

Strategies

2.1 Support school jurisdictions in responding to classroom diversity and the evolving learning needs of all students, including immigrant; refugee; First Nations, Métis and Inuit; students needing English as a Second Language programming; and students with special needs.

2.2 Work with government partners, the community and stakeholders in developing a collaborative team-based approach to improve success for children and youth by enhancing early identification of student needs and providing support, assistance and intervention, and by fostering transitions from home and community to school and supporting transitions from elementary to junior high, junior high to high school and high school to post-secondary.

2.3 Work collaboratively with partners and stakeholders to ensure success for First Nations, Métis and Inuit students, including:

- Improving community and parental engagement; and
- Conducting a focused review of achievements under the *First Nations, Métis and Inuit Education Policy Framework*.

2.4 Integrate learnings from Alberta Initiative for School Improvement projects into policy and program considerations, communicate research findings widely, and promote and celebrate classroom, school and jurisdiction excellence.

2.5 Working with education stakeholders, identify ways to improve the assessment for learning of students.

2.6 Provide leadership at all levels for the improvement of student achievement.

Performance Measures		**Last Actual (2006-07)**	**Target 2008-09**	**Target 2009-10**	**Target 2010-11**
2.a Percentages of students in Grades 3, 6 and 9 who achieved the acceptable standard and percentages who achieved the standard of excellence on provincial achievement tests					
		A | E	A | E	A | E	A | E
Grade 3	English Language Arts	80.3% | 17.7%	85% | 18%	85% | 18%	86% |19%
	Mathematics	79.9% | 23.5%	83% | 31%	84% | 31%	84% | 32%
Grade 6	English Language Arts	80.3% | 19.8%	82% | 20%	82% | 20%	83% | 21%
	French Language Arts	88.1% | 11.0%	88% | 12%	89% | 13%	89% | 13%
	Français	93.0% | 18.0%	95% | 21%	95% | 21%	96% | 22%
	Mathematics	74.0% | 14.5%	80% | 21%	80% | 21%	81% | 22%
	Science	75.2% | 26.6%	82% | 27%	82% | 29%	83% | 29%
	Social Studies	77.4% | 22.3%	80% | 22%	81% | 24%	81% | 24%
Grade 9	English Language Arts	77.5% | 14.8%	80% | 16%	80% | 16%	81% | 17%
	French Language Arts	81.3% | 12.9%	84% | 13%	85% | 13%	85% | 14%
	Français	81.6% | 12.6%	87% | 16%	88% | 17%	88% | 17%
	Mathematics	66.3% | 18.3%	70% | 21%	70% | 21%	71% | 22%
	Science	69.6% | 14.7%	70% | 15%	70% | 15%	71% | 16%
	Social Studies	71.4% | 18.7%	75% | 21%	75% | 21%	76% | 22%
Overall	All subjects and grades	75.3% | 19.0%	78.7% | 21.1%	78.9% | 21.5%	79.7% | 22.3%

Note:

A | E Acceptable | Excellence – the percentages achieving the acceptable standard include the percentages achieving the standard of excellence.

Performance Measures	**Last Actual (year)**	**Target 2008-09**	**Target 2009-10**	**Target 2010-11**
2.b Percentages of students writing four or more diploma examinations within three years of entering Grade 10	53.7% (2005-06)	55%	55%	56%
2.c Percentages of Grade 12 students eligible for a Rutherford Scholarship	37.2% (2005-06)	38%	39%	39%
2.d Participation rate of Grade 1 students in Early Childhood Services (ECS) programs in a prior year	96% (2006-07)	95%+	95%+	95%+
2.e High school to post-secondary transition rate of students within six years of entering Grade 10	59.5% (2005-06)	61%	61%	62%
2.f Overall agreement of parents, teachers and the public that students are taught the attitudes and behaviours that will make them successful at work when they finish school	69% (2006-07)	71%	71%	72%

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
2.g Overall agreement of parents, teachers and students that students model the characteristics of active citizenship	84% (2006-07)	84%	84%	85%

Performance Measures Under Development:
Percentages of students who achieved the acceptable standard and percentages of students who achieved the standard of excellence on diploma examinations:

- English 30-1, with last actuals of 87.7 per cent (acceptable) and 19 per cent (excellence) and targets of 88 per cent and 19 per cent, respectively, for 2008-09.
- English 30-2, with last actuals of 88.7 per cent (acceptable) and 9.7 per cent (excellence) and targets of 89 per cent and 10 per cent, respectively, for 2008-09.
- Pure Mathematics 30, with last actuals of 81.1 per cent (acceptable) and 24.6 per cent (excellence) and targets of 82 per cent and 26 per cent, respectively, for 2008-09 and 82 per cent and 26 per cent, respectively, for 2009-10.
- Applied Mathematics 30, with last actuals of 77.6 per cent (acceptable) and 12.1 per cent (excellence) and targets of 78 per cent and 12 per cent, respectively, for 2008-09.
- Social Studies 30, with last actuals of 86.1 per cent (acceptable) and 24.6 per cent (excellence) and targets of 87 per cent and 25 per cent respectively, for 2008-09.
- Social Studies 33, with last actuals of 84.8 per cent (acceptable) and 19.6 per cent (excellence) and targets of 85 per cent and 20 per cent respectively, for 2008-09.
- Chemistry 30, with last actuals of 89.3 per cent (acceptable) and 37.9 per cent (excellence) and targets of 89 per cent and 38 per cent respectively, for 2008-09 and 90 per cent and 38 per cent, respectively, for 2009-10.
- Physics 30, with last actuals of 86.1 per cent (acceptable) and 29.3 per cent (excellence) and targets of 86 per cent and 30 per cent respectively, for 2008-09 and 87 per cent and 30 per cent, respectively, for 2009-10.
- Biology 30, with last actuals of 83.5 per cent (acceptable) and 27.4 per cent (excellence) and targets of 84 per cent and 27 per cent, respectively, for 2008-09.

Notes:

- The last actual result for all diploma examinations is for 2006-07.
- The percentages achieving the acceptable standard include the percentages achieving the standard of excellence.
- When more years of baseline data are available, targets for all three years of the business plan will be set.

GOAL THREE 3

Highly responsive and responsible education system

What it means The Ministry of Education provides leadership and support to ensure a highly responsive and responsible education system, working collaboratively and communicating effectively with partners, stakeholders and the public. The Ministry promotes the development of leadership resource capacity within the education sector. It also assists in the development and implementation of planning, reporting and financial accountability systems, and leads in the effective use of information systems and technology.

The following have been identified as Goal 3 outcomes:

- The education system at all levels demonstrates effective working relationships.
- The education system at all levels demonstrates leadership, innovation and continuous improvement.

Strategies

3.1 Provide Albertans with timely, accurate and relevant information about the benefits of the education system.

3.2 Implement the Ministry's public involvement framework, ensuring continued dialogue with stakeholders and expanded consultations with the public.

3.3 Provide leadership in the innovative development of school facilities through creative approaches to designing and building schools that meet the changing needs of students.

3.4 Strengthen the Ministry's capacity for evidence-based decision-making through a collaborative approach to research to inform the education system.

3.5 Address the emerging workforce challenges of the education sector.

3.6 Enhance capacity for continuous improvement of the education system through accountability and reporting.

3.7 Working collaboratively with stakeholders, strengthen the funding framework to ensure equitable distribution of funds to school authorities.

3.8 Work with stakeholders to develop strategies and action plans to implement the policy on technology in education.

3.9 Establish a Youth Advisory Initiative to create opportunities for Alberta youth to provide advice on the education system.

3.10 Implement a provincial approach that will increase efficiency, effectiveness and economies of scale in managing student information across the education system to deliver the right information to the right people at the right time.

3.11 Explore options for streamlining school board and administrative practices to achieve greater innovation and efficiency for the Ministry and school authorities.

3.12 Enhance relationships with territories and provinces to advance Alberta's collaborative arrangements and leadership in pan-Canadian initiatives with the Western and Northern Canadian Protocol and the Council of Ministers of Education, Canada.

3.13 Implement the priorities of *Alberta's International Education Strategy* to increase opportunities for students and educators to build international and intercultural knowledge.

Performance Measures	**Last Actual (2006-07)**	**Target 2008-09**	**Target 2009-10**	**Target 2010-11**
3.a Overall satisfaction of parents, teachers, students, school board members and the public that their input is considered, respected and valued by the school, jurisdiction and province	58%	61%	62%	62%
3.b Overall satisfaction of parents, teachers and school board members that leadership at all levels combined (school, jurisdiction and provincial) effectively supports and facilitates teaching and learning	66%	73%	73%	73%
3.c Overall perception of parents, teachers and school board members that Alberta's education system has improved or stayed the same in the last three years	71%	73%	74%	75%

Performance Measures Under Development:
Ministry assessment of school jurisdiction performance.

Accountability Measures by Goal (Percentages of school jurisdictions receiving overall evaluations of "good" or "excellent" on accountability measures)	**May 2006**	**May 2007**
Goal One		
Overall Quality of Education	n/a	59.7%
Broad Program of Studies	n/a	46.8%
Safe and Caring Schools	n/a	62.9%
Dropout Rate	61.3%	66.1%
High School Completion Rate (3-year)	47.5%	42.6%
Goal Two		
Provincial Achievement Tests: Acceptable	16.1%	17.7%
Provincial Achievement Tests: Excellence	40.3%	22.6%
Diploma Examinations: Acceptable	27.9%	19.7%
Diploma Examinations: Excellence	50.8%	42.6%
Diploma Examination Participation (4+ Exams)	42.6%	42.6%
Rutherford Scholarship Eligibility	68.9%	72.1%
Post-secondary Transition Rate (4-year)	68.3%	78.3%
Work Preparation	n/a	59.7%
Citizenship	n/a	50.0%
Goal Three		
Parental Involvement	n/a	51.6%
School Improvement	n/a	72.6%

Note:

- There is insufficient data to set targets for this measure. Four years of data are used to evaluate a school jurisdiction measure. There was insufficient data to evaluate survey measures in 2006.

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Lead and Support the Kindergarten to Grade 12 Education System so that All Students are Successful at Learning	5,273,766	5,450,850	5,628,359	5,852,512	6,198,775	6,060,015
MINISTRY EXPENSE	5,273,766	5,450,850	5,628,359	5,852,512	6,198,775	6,060,015

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	129,100	129,100	129,100	129,100	129,100	129,100
Education Property Tax	1,330,416	1,378,000	1,378,000	1,450,000	1,508,000	1,568,000
Transfers from Government of Canada	-	-	10,325	10,325	-	-
Investment Income	385	300	300	300	300	300
Premiums, Fees and Licences	3,504	2,836	2,836	2,809	2,349	2,349
Sales of Learning Resources	27,178	32,000	37,000	32,000	32,000	32,000
Other Revenue	2,810	1,500	1,500	1,500	1,500	1,500
MINISTRY REVENUE	1,493,393	1,543,736	1,559,061	1,626,034	1,673,249	1,733,249
EXPENSE						
Program						
Operating Support for Public and Separate Schools	4,554,248	4,789,793	4,853,293	5,065,258	5,329,371	5,558,797
School Facilities and Alternative Procurement	579,185	518,068	615,368	623,513	710,236	326,400
Basic Education Programs	77,532	84,333	98,948	104,401	96,441	98,769
Accredited Private Schools	144,023	144,353	144,353	151,138	158,241	165,678
Total Basic Education Support	5,354,988	5,536,547	5,711,962	5,944,310	6,294,289	6,149,644
Less : Property Tax Support to Opted-Out Separate School Boards	(172,177)	(178,000)	(178,000)	(187,000)	(195,000)	(203,000)
Total Government Support to Basic Education	5,182,811	5,358,547	5,533,962	5,757,310	6,099,289	5,946,644
Program Support						
Ministry Support Services	25,869	25,804	26,304	27,382	28,625	29,718
Program Delivery Support Services	58,867	60,299	61,399	63,435	64,686	66,152
Total Program Support	84,736	86,103	87,703	90,817	93,311	95,870
Program Expense*	5,267,547	5,444,650	5,621,665	5,848,127	6,192,600	6,042,514
Debt Servicing Costs						
Alberta Schools Alternative Procurement	-	-	-	-	-	11,126
Alberta School Foundation Fund	6,219	6,200	6,694	4,385	6,175	6,375
MINISTRY EXPENSE	5,273,766	5,450,850	5,628,359	5,852,512	6,198,775	6,060,015
Gain (Loss) on Disposal of Capital Assets	(1)	-	-	-	-	-
NET OPERATING RESULT	(3,780,374)	(3,907,114)	(4,069,298)	(4,226,478)	(4,525,526)	(4,326,766)

* Subject to the *Fiscal Responsibility Act*. Expense includes cash payments towards unfunded pension liabilities, which will be eliminated under a separate, legislated plan. Expense excludes annual changes in unfunded pension obligations, which are a non-cash expense and which do not affect borrowing requirements.

Annual increases in Education's unfunded obligations for teachers' post-1992 pension plan are estimated to be:

22,487	14,637	14,108	11,225	8,445	5,409

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

		Comparable				
	2006-07	2007-08	2007-08	2008-09	2009-10	2010-11
	Actual	Budget	Forecast	Estimate	Target	Target
Ministry Revenue	1,493,393	1,543,736	1,559,061	1,626,034	1,673,249	1,733,249
Inter-ministry consolidation adjustments	(129,100)	(129,100)	(129,100)	(129,100)	(129,100)	(129,100)
Consolidated Revenue	1,364,293	1,414,636	1,429,961	1,496,934	1,544,149	1,604,149
Ministry Program Expense	5,267,547	5,444,650	5,621,665	5,848,127	6,192,600	6,042,514
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**5,267,547**	**5,444,650**	**5,621,665**	**5,848,127**	**6,192,600**	**6,042,514**
Ministry Debt Servicing Costs	6,219	6,200	6,694	4,385	6,175	17,501
Inter-ministry consolidation adjustments	(6,219)	(6,200)	(6,694)	(4,385)	(6,175)	(6,375)
Consolidated Expense	5,267,547	5,444,650	5,621,665	5,848,127	6,192,600	6,053,640
Gain (Loss) on Disposal of Capital Assets	(1)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(3,903,255)	(4,030,014)	(4,191,704)	(4,351,193)	(4,648,451)	(4,449,491)

Employment and Immigration

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Hector Goudreau, *Minister of Employment and Immigration*
April 4, 2008

THE MINISTRY

The Ministry of Employment and Immigration includes the reporting entity of:

- **Department of Employment and Immigration** – The Department develops and delivers policies, programs and services to foster labour force development; ensure fair, safe and healthy workplaces; and help those in need. The Department also provides leadership for immigration and interprovincial labour mobility policy for the Government of Alberta, and coordinates resources to support the settlement and integration of new Albertans.

Also included in the Ministry are:

- **Alberta Labour Relations Board** – a quasi-judicial tribunal responsible for the impartial application and interpretation of Alberta's labour relations laws.
- **Appeals Commission for Alberta Workers' Compensation (Appeals Commission)** – a quasi-judicial and impartial body responsible for the final level of appeal from decisions of the Workers' Compensation Board.

- **Francophone Secretariat** – supports government and francophone organizations, communities and individuals.
- **Workers' Compensation Board Medical Panels** – independent panels which review disputed Workers' Compensation Board medical claims. The Medical Panel Commissioner is responsible to the Minister.
- **Occupational Health and Safety Council** – advises the Minister on matters concerning the *Occupational Health and Safety Act*, regulations, and the health and safety of workers.

The following organization prepares its own business plans and annual reports and is not included in this business plan:

- **Workers' Compensation Board** – an employer funded, not-for-profit organization legislated to administer the workers' compensation system for the province's employers.

For more information about the Ministry, please visit the website: employment.alberta.ca.

VISION

Albertans have a fair, safe and supportive environment in which to work and live.

MISSION

To contribute to the long-term sustainability of the economy by ensuring Alberta has a skilled workforce, productive and safe workplaces, and by helping to improve the well-being of Albertans.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Employment and Immigration's business plan supports the Government of Alberta's vision of an innovative and prosperous province where Albertans enjoy a high quality of life built on vibrant communities and a healthy environment. The Ministry supports this vision by working to ensure Albertans have a fair, safe and supportive environment in which to live and work. This is the foundation for the long-term sustainability of Alberta's economy. In addition, the Ministry works with its partners to meet the social needs of a growing economy and population and secure a higher quality of life and greater opportunities for all people in the province.

Employment and Immigration's strategic priorities, core businesses, goals, and strategies support six of the ten goals in the Government of Alberta (GOA) Strategic Business Plan:

Goal 1: Alberta will have a prosperous economy

The Ministry works with business and industry to improve the recruitment, retention, skill development and productivity of the labour force, increase Aboriginal participation in the work force and supports immigration to address labour shortages.

Goal 2: Albertans will be well prepared for lifelong learning

The Ministry provides programs, services, supports and information to help Albertans succeed in the labour market and be prepared for lifelong learning and work.

Goal 5: Albertans will be healthy

The Ministry will continue to implement the Health Workforce Action Plan and work with stakeholders to develop the Health Workforce Strategy to inform, attract, develop and retain health professionals in the province. This will help increase access to quality health care and improve the efficiency and effectiveness of health care service delivery.

Goal 6: Albertans will be independent and our children will be well cared for
The Ministry provides income support, health benefits, child support services, supports to victims of family violence and other financial benefits to help those in need and to ensure children are well cared for.

Goal 7: Alberta will be a safe place to live, work and raise families
The Ministry promotes safe, healthy and productive workplaces, as well as fair, equitable and stable labour relations environments to ensure fair, safe and healthy work environments for Alberta's workers.

Goal 9: Alberta will have strong and effective municipalities and self-reliant Aboriginal communities
The Ministry supports First Nations, Métis and Inuit skills training as well as labour force development initiatives to help Aboriginal communities be self-reliant. In addition, the Ministry helps communities with worker transition for the forest industry and mature workers, as well as workforce innovation initiatives.

Government of Alberta Priority
As indicated in the Mandate Letter for Employment and Immigration, the Ministry will work with Advanced Education and Technology to support the following government priority:

- *Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

A skilled and productive labour force is the cornerstone for improving the long-run sustainability of Alberta's economy. While estimates indicate Alberta's economic growth slowed in 2007 compared to its phenomenal 2006 pace, it remained strong by historical standards and is projected to again lead all provinces in 2008. Alberta's economic performance is key in the national economy. Net migration to the province continues at a significant pace as Alberta welcomes many people from across Canada and the rest of the world. Alberta's unemployment rate is the lowest in Canada and labour force participation rate the highest. Regardless of the state of the economy, there are demands placed on Employment and Immigration's programs and services. Keeping these demands in mind, the Ministry must remain nimble, proactive and integrated in its approach to meeting the emerging needs of Albertans. Within this context, the challenges and opportunities have been identified in the following chart.

Challenges	Opportunities
How do we address some of the risks related to growth? Alberta continues to have one of the tightest labour markets in North America, and skill and labour shortages remain an issue. At the same time, national and international competition for skilled workers is increasing. As a result, ensuring an appropriate supply of workers with the right skills is a significant challenge for Alberta. New challenges are also arising – the cost of living and doing business in Alberta is increasing and pressures are being placed on the province's physical and social infrastructure. Social issues such as affordability and availability of housing and education,	**Develop innovative policies to support labour force attraction, development and retention.** Employment and Immigration is taking the lead to help ensure all Albertans have the opportunity to share in the prosperity of the province. The Ministry works with industry and other partners to encourage new workers to join and remain in the labour force and help Albertans acquire the skills to successfully compete in the labour market. As the fastest growing segment of Alberta's population, Aboriginal people will play a key role in meeting Alberta's labour force requirements. The Ministry will also continue to work with other groups under-represented in the

Challenges	Opportunities
access to child care and the overall rising cost of living are all challenges which could impact growth and Albertans' quality of life.	labour force, including persons with disabilities, youth, and immigrants to increase their participation. With a focus on increasing the number of international immigrants and temporary foreign workers, utilization of the Provincial Nominee Program and increasing settlement support services, Employment and Immigration will work to attract and retain new workers from across Canada and other countries to meet Alberta's labour force needs.
How do we address the pressures being placed on workplaces? Rapid growth is impacting Alberta's workplaces. There are many new employers and ways of doing business, as well as new workers in the workplace including youth, immigrants and temporary foreign workers who may not be aware of safety procedures and their workplace rights and responsibilities.	**Make Alberta's workplaces world class.** As the workplace and workforce evolve to respond to new and emerging technologies, industries, ways of doing business and societal expectations, Employment and Immigration will work to ensure Alberta's workplaces continue to be fair, safe and healthy for all workers. To accomplish this, the Ministry will ensure support and ease of access to relevant information on employment standards, labour relations and workplace health and safety matters and ensure the associated legislation continues to be responsive to the needs of Alberta's workers and employers.

STRATEGIC PRIORITIES 2008-11

Based on the opportunities and challenges facing Employment and Immigration, as well as the linkages to the Government of Alberta Strategic Business Plan, the following strategic priorities have been identified:

CREATING AND PROTECTING OUR OPPORTUNITIES

1. **Alberta's Comprehensive Labour Strategy: *Building and Educating Tomorrow's Workforce***

   Linkage: Goals 1, 2, 3 and 4

   Employment and Immigration has experienced success in the initial phases of implementing *Building and Educating Tomorrow's Workforce*. To ensure Alberta's comprehensive labour strategy remains current and responsive, the Ministry will continue to work on attracting, retaining and developing a skilled and productive workforce as well as safe and high-performing workplaces. As part of this strategy, Employment and Immigration will look to alternative labour force attraction, development and retention strategies for mature workers, under-represented groups and Aboriginal Peoples. This will include working to increase the total off-reserve labour force of Alberta's First Nations, Métis and Inuit.

2. **Alberta's Immigration Strategy**

   Linkage: Goals 1, 2, 3 and 4

   As part of addressing skill and labour shortages through *Building and Educating Tomorrow's Workforce*, Employment and Immigration will continue to implement Alberta's Immigration Strategy. To attract workers to the province, Employment and Immigration will work to increase the number of international immigrants and temporary foreign workers to Alberta, as well as double the number of workers entering the Provincial Nominee Program. In addition to attracting workers to Alberta, the Ministry will help newcomers to integrate and settle into the community and stay in the province by increasing the support services provided to them.

3. **Employment Standards, Labour Relations and Occupational Health and Safety**

   Linkage: Goals 4 and 5

   New people are entering the workforce and the workplace is evolving in response to new industries and technologies. To meet the changing needs of Alberta's workplaces, Employment and Immigration will update and develop new information on employment standards, labour relations and occupational health and safety for workers and employers. The Ministry will also continue to review its programs and associated legislation on an ongoing basis so workers and employers have the tools they need to respond to changes in the workplace and maintain fair, safe and healthy work environments.

To successfully implement its strategic priorities, Employment and Immigration will focus on further integration across the Ministry to best serve Albertans, communities and industry. Ministry staff will collaborate with partners, stakeholders and other ministries to ensure Employment and Immigration fully supports the Government of Alberta strategic direction. In addition, the Ministry will work to minimize any duplication of efforts, and deliver programs and services in the most efficient and effective way possible. For example, the Ministry is collaborating with other ministries to develop a common services case management framework, seeking opportunities for integration and efficiencies. Employment and Immigration will continue to streamline and simplify its processes and policies, empower staff to make decisions, encourage innovation and responsiveness, and build on past successes and effective practices.

These strategic priorities, coupled with the important and ongoing activities of the Ministry, set the stage for the core businesses, goals, strategies and performance measures that will guide Employment and Immigration.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Investing in Alberta's Labour Supply

Employment and Immigration works to ensure Alberta has a sufficient supply of workers to meet the needs of the economy now and in the future. This includes attracting and retaining other Canadians and immigrants to Alberta's workforce.

GOAL ONE

Alberta is able to meet its labour force requirements

What it means The Ministry promotes initiatives to ensure Alberta has a skilled and productive workforce. Through *Building and Educating Tomorrow's Workforce*, the Ministry collaborates with partners including other governments and ministries, employers, industry sector associations, unions, labour groups, training providers and communities to address the skill shortages facing Alberta. The Ministry also focuses on current and emerging skills and labour requirements as well as issues related to labour force retention and productivity.

Strategies

1.1 Continue to implement *Building and Educating Tomorrow's Workforce* and concentrate efforts on developing and retaining a skilled and productive workforce.

1.2 Develop and support labour market programs designed for Aboriginal People and create partnerships with Aboriginal communities including First Nations on- and off-reserve, Métis and Inuit to increase their labour force participation.

1.3 Continue to implement the Health Workforce Action Plan and work with stakeholders to develop the Health Workforce Strategy to inform, attract, develop and retain health professionals in the province.

1.4 Create and implement alternative development, attraction and retention strategies for workers (including mature and under-represented workers) so all Albertans have the opportunity to share in the province's prosperity.

1.5 Lead the Office of Statistics and Information which will consolidate and disseminate official statistics and other key government data to support strategic management, policy development and decision-making.

Performance Measures	**Last Actual (year)**	**Target 2008-09**	**Target 2009-10**	**Target 2010-11**
1.a Labour productivity: inter-provincial rank of real Gross Domestic Product in dollars per hour worked (#1 is the highest)[1]	#1 (2006)	#1	#1	#1
1.b Alberta First Nations, Métis and Inuit off-reserve labour force	67,100 (2006)	70,000	72,000	74,000
1.c Inter-provincial rank of labour force participation rate (#1 is the highest)	#1 (73.4% 2006)	#1	#1	#1
1.d Percentage of employers who reported no positions vacant for more than four months	72% (2005)	n/a	72%	n/a

Notes:

1 In November 2007, all real Gross Domestic Product (GDP) estimates were revised by Statistics Canada with the base year changing from 1997 to 2002. Statistics Canada typically changes the base year for real GDP estimates every five years and this leads to revisions in the real GDP dollar values.

n/a Survey conducted every two years.

GOAL TWO

Alberta is able to attract and retain workers to the province

What it means Alberta's strong economic growth is creating high demand for skilled and productive workers in the labour force. As part of *Building and Educating Tomorrow's Workforce*, Alberta will look beyond its borders, first to the other provinces and then to other countries, to fill the demand on the labour force in both the short and long-term. To help address Alberta's labour force needs, the Ministry leads the implementation of Alberta's Immigration Strategy, including the implementation of the Agreement for Canada-Alberta Cooperation on Immigration. Equally important, the Ministry supports retention initiatives to help newcomers as they settle within Alberta's communities and integrate into the workforce.

Strategies

2.1 Promote access to employment opportunities by reducing or eliminating inter-provincial labour mobility barriers and ensure that professional and occupational associations are governed in a way that is transparent and accountable to the public.

2.2 Continue to implement *Supporting Immigrants and Immigration to Alberta* by developing policies, programs and services to address the needs of immigrants and focus and strengthen Alberta's role in immigration.

2.3 Develop and implement a Foreign Qualification Recognition Plan for Alberta to strengthen, target and coordinate assessment and recognition of foreign earned credentials, skills and work experience.

2.4 Continue to expand the Provincial Nominee Program to support employers in meeting labour and skills shortages.

2.5 Assist employers in attracting and retaining workers by marketing Alberta as a great place to live and work.

2.6 Assist foreign nationals and Canadians in accessing accurate and timely labour market information about Alberta and the processes to access employment opportunities, prior to coming to Alberta.

2.7 Provide temporary foreign workers and their employers support to ensure they are aware of their workplace rights and responsibilities.

2.8 Ensure settlement services, bridging programs, credential assessment services and language training services effectively support the integration and retention of newcomers to Alberta.

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Number of Temporary Foreign Workers and new immigrants to Canada who choose Alberta as their destination [1]	35,889 (2006)	48,000	50,000	50,000
2.b Alberta's ranking in net inter-provincial migration	#1 (58,166 - 2006)	#1	#1	#1

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
2.c Number of provincial nominations forwarded to the federal government	981 (2006-07)	3,000	4,000	5,000
2.d Percentage of International Qualifications Assessment Services clients who felt they received a fair assessment of their credentials	81% (2005-06)	n/a	80%	n/a

Notes:

1 The Government of Canada is responsible for the final admission of immigrants to Alberta as well as for setting annual target immigration levels for Canada.

n/a Survey conducted every two years.

Core Business Two: Investing in the Skills and Independence of Albertans

Employment and Immigration helps individual Albertans and families realize their potential and ability to share in the social, economic and cultural fabric of the province.

GOAL THREE

All Albertans share in and contribute to the economic prosperity of Alberta

What it means Alberta's labour market is dynamically changing with the province's economic growth, technological advances and emerging new industries. Through *Building and Educating Tomorrow's Workforce*, the Ministry will strive to ensure all Albertans who are able to participate in the labour market are given the opportunity to do so to their full potential. The Ministry assists Albertans facing challenges in becoming connected to the labour force and works with other ministries to develop innovative ways to address issues facing Albertans with lower incomes. In addition, the Ministry provides health benefits, child support services and financial assistance to help Albertans with lower incomes be as independent as possible, move to employment and stay in Alberta's labour force. The Ministry is also responsible for the Francophone Secretariat, which serves as a liaison between the government and the Alberta francophone community.

Strategies

3.1 Lead the development of a social infrastructure framework to meet the needs of a growing economy and population.

3.2 Develop and provide career and labour market information, programs and services to help Albertans develop skills, find and keep employment, manage their careers and adapt to the changing labour market.

3.3 Co-lead Alberta's *Career Development Strategy: Connecting Learning and Work* with Advanced Education and Technology, and Education.

3.4 Support Albertans in need, learners who are improving their skills through training and Albertans escaping family violence through the provision of income support.

3.5 Increase the financial independence and attachment to the labour market for Albertans by providing health benefits to children of Alberta families with lower incomes, and current and former income support recipients as well as providing child support services to help ensure non-custodial parents provide financial support to their children.

3.6 Continue to support the delivery programs and services to help prevent homelessness and eviction of Albertans with low incomes and support other initiatives related to affordable housing and shelter.

3.7 Develop and implement approaches to foster ongoing collaboration between the government and the francophone community, and address priority issues.

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Percentage of participants in skills programs employed post-intervention	83% (2006-07)	80%	80%	80%
3.b Percentage of participants in skills programs who indicate their training helped prepare them for future employment	80% (2006-07)	82%	82%	82%
3.c Percentage of participants employed after leaving Income Support	59% (2006-07)	70%	70%	70%
3.d Percentage of Child Support Services clients with potential for child support who have a support order or an agreement in place when the file closes	73% (2006-07)	80%	80%	80%
3.e Percentage of Alberta Child Health Benefit parents who agree they are able to obtain health services they would not otherwise have been able to get for their children	91% (2006-07)	90%	n/a	90%

Note:
n/a Survey conducted every two years.

Core Business Three: Investing in Alberta's Workplaces

Employment and Immigration supports fair, safe and healthy workplaces.

GOAL FOUR

Alberta has a fair, safe and healthy work environment

What it means Fair, safe, healthy and productive workplaces help keep Alberta prosperous and competitive in the global economy, as well as increase the quality of life for Alberta workers. The Ministry helps employers and organizations develop positive labour-management relationships through better communication, problem solving and cooperation. The Ministry also promotes, regulates, monitors and informs employers and employees in Alberta about workplace rights and responsibilities, health and safety, and fair and balanced employment standards.

Strategies

4.1 Continue to review workplace programs and associated legislation on an ongoing basis so workers and employers have the tools they need to respond to changes in the workplace and maintain fair, safe and healthy work environments.

4.2 Support Alberta's workplaces to resolve management and union disputes and relationship issues effectively by providing mediation, arbitration and facilitation services.

4.3 Implement approaches to enhance compliance with employment standards and workplace health and safety.

4.4 Continue to build upon the success of the Work Safe Alberta initiative and implement new approaches to further reduce work-related injury and disease, especially among inexperienced workers and students.

4.5 Develop and provide employers and workers with access to workplace health and safety and employment standards information, especially workers new to Alberta's workplaces.

Performance Measures	**Last Actual (year)**	**Target 2008-09**	**Target 2009-10**	**Target 2010-11**
4.a Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout)	99% (2006-07)	98%	98%	98%
4.b Percentage of employers whose employment practices resulted in no complaints being registered with Employment Standards	98% (2006-07)	97%	97%	97%
4.c Lost-Time Claim Rate: number of lost-time claims per 100 person-years worked[1]	2.35 (2006)	1.70	1.70	1.70
4.d Disabling Injury Rate: number of disabling injury claims per 100 person-years worked[2]	4.14 (2006)	3.50	3.50	3.50

Notes:

1 The Lost-Time Claim Rate represents the probability or risk of an injury or disease to a worker during a period of one year that will result in time lost from work. The lower the Lost-Time Claim Rate, the lower the probability of worker injury or disease. A Lost-Time Claim is a claim for an occupational injury or disease that causes the worker to have time away from work, beyond the day of injury.

2 The Disabling Injury Rate represents the probability or risk of a disabling injury or disease to a worker during a period of one year of work. A Disabling Injury Claim combines both the Lost-Time and Modified-Work concepts to produce an overall figure. It occurs when an occupational injury or disease disables the worker causing either time lost from work or modification of normal work duties.

The following two goals relate to the Alberta Labour Relations Board and Workers' Compensation-related appeals.

GOAL FIVE

Alberta has a fair, equitable and stable labour relations environment

What it means The Alberta Labour Relations Board is an independent and impartial administrative tribunal, responsible for the day-to-day application and interpretation of Alberta's labour laws. The Board processes applications and frequently conducts hearings on matters arising from both private and public employment sectors. Some, but not all, of the issues that come before the Alberta Labour Relations Board include certifications, revocations, various votes, bargaining unit determinations and unfair labour practices which fall under the *Labour Relations Code, Public Service Employee Relations Act* and *Police Officers Collective Bargaining Act.*

Strategies

5.1 Provide timely, effective and efficient services to the Alberta labour relations community.

5.2 Promote use of Alternative Dispute Resolution methods to solve issues before reaching formal hearings.

5.3 Render clear and timely decisions for the parties.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
5.a Average number of days from the acceptance of an application to the date of the first hearing	67	70	70	70
5.b Percentage of applications, with Board involvement, settled before reaching a formal hearing[1]	65%	57%	57%	57%
5.c Percentage of decisions rendered within 90 calendar days from the completion of the hearing(s)	80%	85%	85%	85%
5.d Percentage of decisions rendered within 180 calendar days from the completion of the hearing(s)	88%	100%	100%	100%

Notes:

1 Certifications and Revocations are not included as they are mandated to go to the hearing if the applicant demonstrates sufficient statutory requirements. However, it is common for the numerous and sometimes complicated issues relating to these applications to benefit from Board settlement efforts.

GOAL SIX 6

Alberta has an effective mechanism for the final appeal of Workers' Compensation Board decisions

What it means Having an independent and impartial body to hear appeals of decisions made by the Workers' Compensation Board is essential. This final level of appeal is important for workers, employers and the Workers' Compensation Board as well. The fair and consistent application of legislation, policy and principles of natural justice is required to ensure solid, defendable decisions.

Strategies

6.1 Provide a timely appeal service.

6.2 Provide fair decisions on appeal applications.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
6.a Average number of days of processing time required by the Appeals Commission from the date the appeal is received until the appeal is finalized: [1]				
• Standard Appeals	172	145	145	145
• Complex Appeals	225	210	210	210
6.b Percentage of the total number of Appeals Commission decisions issued that are either not challenged or are not overturned upon review by the Courts, the Ombudsman or by the Appeals Commission on reconsideration	98.0%	Greater than 98.0%	Greater than 98.0%	Greater than 98.0%

Note:

1 Standard Appeals are those appeals with two or less straightforward issues that require normal preparation, decision-making and decision writing. Complex Appeals encompass matters with complicated medical/adjudicative and unique legal arguments (usually three or more).

MINISTRY SUPPORT SERVICES

Ministry support services support the effective and efficient management and delivery of Employment and Immigration programs and services; promote simplification and integration; and encourage continuous improvement throughout the Ministry in order to better serve Albertans. Ministry support services include functions such as finance, human resources, information management, privacy protection services, systems, strategic planning, reporting, evaluation, statistical analysis and dissemination of information, appeals services, communications, legislative planning and intergovernmental relations.

These services do not directly fall under a specific business plan goal but contribute to the overall success of the Ministry. Ministry support services assist in integrating the Ministry to ensure it is run effectively and efficiently while working to best serve Albertans.

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Investing in Alberta's Labour Supply	60,688	104,139	101,797	138,101	142,125	142,668
Investing in the Skills and Independence of Albertans	660,550	667,839	694,082	731,175	742,890	751,780
Investing in Alberta's Workplaces	41,104	49,282	47,574	50,642	51,790	53,074
MINISTRY EXPENSE	762,342	821,260	843,453	919,918	936,805	947,522

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	12,769	12,769	12,769	11,987	11,987	11,987
Transfers from Government of Canada	191,798	226,709	225,647	296,160	297,110	300,926
Premiums, Fees and Licences	666	564	564	564	564	564
Other Revenue	34,237	34,961	32,976	35,280	35,319	35,319
MINISTRY REVENUE	239,470	275,003	271,956	343,991	344,980	348,796
EXPENSE						
Program						
Employment - Program Planning and Delivery	133,657	129,251	136,459	142,772	142,627	147,042
Employment and Training Programs	134,928	138,196	133,844	149,346	148,638	148,258
Partnerships with Industry and Employers	4,655	6,862	8,024	12,891	12,270	12,899
Health Benefits	88,658	96,701	95,841	96,420	96,272	96,272
Income Supports	280,354	279,603	301,292	307,232	315,063	318,713
Labour Standards and Workplace Safety - Program Support	2,151	1,460	1,460	1,489	1,511	1,534
Workplace Relationships	2,505	3,284	3,284	3,460	3,551	3,654
Workplace Health and Safety	17,293	21,501	21,702	22,120	22,692	23,362
Employment Standards	7,103	9,228	9,226	9,340	9,633	9,984
Workers' Compensation Medical Panels	66	991	291	1,083	1,122	1,122
Immigration Policy Support	756	3,365	3,235	4,939	5,077	5,533
Immigration Programs	57,571	66,811	64,665	79,989	83,458	84,881
Health Workforce Development	-	30,000	30,000	48,500	48,750	47,300
Federal Community Development Trust	-	-	-	5,000	10,000	10,000
Labour Relations Board	3,034	2,995	3,095	3,147	3,261	3,375
Workers' Compensation Appeals	8,702	9,835	8,575	10,162	10,162	10,162
Ministry Support Services	19,517	21,153	21,653	22,004	22,694	23,407
Valuation Adjustments and Other Provisions	1,392	24	807	24	24	24
MINISTRY EXPENSE	762,342	821,260	843,453	919,918	936,805	947,522
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(522,872)	(546,257)	(571,497)	(575,927)	(591,825)	(598,726)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2006-07 Actual	Comparable 2007-08 Budget	Comparable 2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	239,470	275,003	271,956	343,991	344,980	348,796
Inter-ministry consolidation adjustments	(12,769)	(12,769)	(12,769)	(11,987)	(11,987)	(11,987)
Consolidated Revenue	226,701	262,234	259,187	332,004	332,993	336,809
Ministry Expense	762,342	821,260	843,453	919,918	936,805	947,522
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**762,342**	**821,260**	**843,453**	**919,918**	**936,805**	**947,522**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(535,641)	(559,026)	(584,266)	(587,914)	(603,812)	(610,713)

Energy

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Mel Knight, *Minister of Energy*
April 4, 2008

THE MINISTRY

Alberta owns 81 per cent of the province's mineral rights. The Ministry of Energy manages the development of these resources on behalf of the people of Alberta, within the province's framework for sustainable resource and environmental management.

The Ministry of Energy consists of the Department of Energy (the Department), the Alberta Petroleum Marketing Commission (APMC), the Energy Resources Conservation Board (ERCB or the Board) and the Alberta Utilities Commission (AUC or the Commission).

The Department manages the development of provincially owned energy and mineral resources by industry and the assessment and collection of resource revenue in the form of royalties, freehold mineral taxes, rentals and bonuses. The Department promotes the development of Alberta's energy and mineral resources, recommends and implements energy and mineral policy, grants rights for industry exploration and development and establishes and administers fiscal and royalty systems. The Department is responsible for natural gas, conventional oil, oil sands, petrochemicals, electricity, coal and minerals, renewable energy (wind, bio-energy, solar, hydro, geothermal, etc.) and energy efficiency and conservation.

The Alberta Petroleum Marketing Commission accepts delivery of the Crown's royalty share of conventional crude oil and sells it at current market value. Unlike other energy commodities, conventional crude oil royalties are paid with "in-kind" products which are sold in the market. The operations of APMC are fully integrated within the Department and funded by the Crown.

On January 1, 2008 the former Alberta Energy and Utilities Board (EUB) was separated into the Energy Resources Conservation Board and the Alberta Utilities Commission. This restructuring will allow for more efficient and focused regulation of Alberta's expanding energy and utility sectors.

The ERCB is an independent, quasi-judicial agency of the Government of Alberta with responsibility to regulate Alberta's energy resource sector. While the ERCB reports to the Minister of Energy, it makes its formal decisions independently in accordance with relevant statutes and regulations. The ERCB has delegated the authority for management of the abandonment and reclamation of oil and natural gas sites, deemed by the ERCB to be orphans, to the Alberta Oil and Gas Orphan Abandonment and Reclamation Association.

The AUC is an independent, quasi-judicial agency of the Government of Alberta with responsibility to oversee the transmission, distribution and regulated retail tariffs for electricity and natural gas services. It reports to the Minister of Energy. Its role is to ensure consumers are provided with reliable service at just and reasonable rates and also provide utility owners with a reasonable opportunity to recover their costs and earn a fair return on their investment. The Commission Chair approves the budget for the Market Surveillance Administrator, which monitors Alberta's electricity market to ensure it operates fairly, efficiently and in an open and competitive manner.

VISION

Alberta is a global energy leader, using its world class knowledge, expertise and leadership to develop the vast energy resources of the province and to market these resources and abilities to the world.

MISSION

Optimize the sustained contribution from Alberta's energy and mineral resources in the interests of Albertans.

ALBERTA'S ENERGY VISION

Alberta's energy vision is about the integrated development of Alberta's energy resources and world class expertise, positioning Alberta as a globally recognized energy supplier, using an environmentally responsible approach to energy development and meeting the expectations of Albertans as owners of their energy and mineral resources.

Premier Stelmach has identified the Minister of Energy as responsible for taking the lead on ensuring Alberta's energy resources are developed in an environmentally sustainable way. A provincial energy strategy, under development, will assist policy makers and regulators in guiding the long-term environmentally sustainable development of provincial energy resources. It will also support achieving Alberta's energy vision of a broad and integrated approach to Alberta's energy portfolio. Energy, in particular non-renewable energy, will remain the key economic driver of this province for some time, but a strategy is needed to recognize emerging opportunities for renewable and alternative energy development and the role of energy conservation and efficiency.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry of Energy is committed to the Government of Alberta's business plan. The key linkages and contributions of the Ministry to the Government of Alberta goals and Government Priorities are highlighted below:

Goal 1: Alberta will have a prosperous economy
The Ministry promotes expansion of production from Alberta's oil sands, enhanced energy infrastructure, increased recovery of conventional oil and natural gas, development of unconventional gas, renewable energy sources, and increased value-added upgrading of Alberta's energy resources.

Goal 3: The high quality of Alberta's environment will be sustained
The Ministry will support carbon capture and storage, and research and technological innovations that enhance environmentally sustainable energy development.

Goal 4: Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally
The Ministry assesses and collects resource revenue from the development of Alberta's energy and mineral resources. In 2006-07 non-renewable resource revenue accounted for about 32 per cent of the provincial government's total revenue. The Ministry is currently implementing the New Royalty Framework for Alberta. The contribution of the energy and mineral sectors to provincial revenue will continue to support having no provincial sales tax, low personal and corporate income tax rates, and the provision of priority programs and services on which Albertans depend.

Goal 10: Alberta will have effective and efficient transportation infrastructure
The Ministry will develop and implement policy to ensure sufficient and reliable electric transmission facilities are available in a timely manner to support continued economic growth in the province.

Government of Alberta Priorities
Alberta Energy is leading work on the government priority to *ensure Alberta's energy resources are developed in an environmentally sustainable way* and will work with other ministries to *enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Opportunities:

Alberta's Energy Supply – Alberta has a vast and diverse supply of natural resources. Huge non-conventional oil sands and coalbed methane resources complement our existing large conventional resource base. Abundant coal reserves offer expanded opportunities for increased exports as well as value-added processing, electricity generation and gasification. Alberta also has extensive wind, solar and bio-energy resources. Future energy development in Alberta must build on the strengths of all of these resources, employing integrated strategies that maximize synergies and value-added opportunities for the benefit of Albertans.

Adding Value – Refining and upgrading raw energy resources, as well as further petrochemical processing to produce a diversity of products that can be sold for higher value in the world marketplace can greatly expand work and business opportunities for Albertans. Alberta has the potential to be a world leader in transforming hydrocarbons into a vast array of marketable products. Alberta is responding to increased interest in bio-energy with new opportunities for increased processing of biomass and waste by-products.

Research and Innovation – A renewed emphasis on energy research and development is crucial to unlocking the full potential of Alberta's energy resources. The oil sands hold enormous potential, but will require new technologies to achieve their full production potential. New technologies will expand the use of Alberta's abundant coal resources in low emission/clean power generation, coal gasification and industrial feed stocks. We also need to use innovative approaches to improve our capture and use of carbon dioxide (CO_2), reduce the use of natural gas and water in both oil sands operations and ethanol production, reduce emissions from oil sands operations, and develop Alberta's renewable energy sources.

Environmentally Sustainable Energy Development – Albertans expect their energy and mineral resources to be developed in a manner that is environmentally sustainable. Alberta has the opportunity to be a North American and global leader in the sustainable development of its energy and mineral resources and in implementing energy efficiency and conservation.

Challenges:

Energy Prices and Revenue Forecasts – Current Government of Alberta forecasts indicate energy revenue continuing to decline from its 2005-06 peak of $14.3 billion to $10.0 billion in 2010-11. This is based on oil prices in the US$70 to US$81 per barrel range and Alberta natural gas reference prices between Cdn$5.85 and Cdn$6.75 per gigajoule (GJ), lower production from some commodities and lower revenue from sales of mineral rights. A strong Canadian dollar also negatively affects non-renewable resource revenue.

Royalties – An independent panel of experts was appointed in February 2007 to conduct a review of Alberta's royalty and tax regimes to assess whether Albertans were receiving a fair share from energy development through royalties, taxes and fees. The panel's recommendations were submitted to government in September 2007. The Premier announced Alberta's *New Royalty Framework* on October 25, 2007. Implementation of the new framework is a priority for the Ministry.

Oil Sands Development – The oil sands represent Alberta's single largest oil resource. They are also a focal point for demonstrating our ability to deliver on environmentally sustainable development. As such, future development of this resource will be significantly influenced by: the results of recent public consultations on future oil sands development, royalty framework changes, Alberta's new climate change action plan; water allocations within the Athabasca river basin; and progress on technologies that reduce the use of both natural gas and water.

Electricity Generation and Transmission Capacity – Installed generating capacity will need to increase in order to keep pace with Alberta's growing demand for electricity. The outlook is for generation reserve margins to tighten. Proposed investments in new generation additions are dependent on enhancements to Alberta's transmission system to ensure access to consumer markets.

Climate Change – Under Alberta's climate change action plan the energy industry and government must focus on research, and work, in carbon capture and storage and improved energy intensity of fuels produced. Carbon content fuel standards being considered for adoption by various jurisdictions in the United States could affect the markets for Alberta bitumen, synthetic crude oil, transportation fuels and other refined petroleum products.

Capacity and Expertise – The Ministry faces strong competition from the energy industry when recruiting and retaining skilled employees. The energy business is complex and knowledge intensive, requiring expertise and skill. Ministry employees typically develop skills that are attractive to industry. The Ministry is experiencing increased turnover and greater difficulty in finding technical and professional people with the required skills and knowledge to maintain technical competency and fulfill our mandate.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

GREENING OUR GROWTH

1. **Energy Strategy** **Linkage: Goals 1, 2, 3, 4, 5, 6 and 7**	Develop a comprehensive provincial energy strategy. This strategy will address the long-term environmentally sustainable development of provincial energy resources (renewable and non-renewable) and role of energy conservation and efficiency.
2. **Carbon Capture and Storage** **Linkage: Goal 3**	Implement carbon capture and storage research and demonstration projects.
3. **Oil Sands Extraction Processes** **Linkage: Goal 3**	Support research on new oil sands extraction processes that use less energy, less water, reduce tailings ponds and improve land reclamation.

CREATING AND PROTECTING OUR OPPORTUNITIES

4. **Value-Added Strategy** **Linkage: Goals 2 and 4**	Implement strategies to increase upgrading and refining capacity in Alberta, including the implementation of Bitumen Royalty In-Kind. Work with Advanced Education and Technology and others to enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy.
5. **Royalty Framework** **Linkage: Goal 1**	Ensure Albertans receive appropriate benefits from their ownership of non-renewable resources by implementing the New Royalty Framework for Alberta.
6. **Electricity Transmission** **Linkage: Goals 5 and 7**	Develop and implement policy to ensure sufficient and reliable electric transmission facilities are available in a timely manner to support continued economic growth in the province.
7. **Transition from the EUB to the ERCB and AUC** **Linkage: Goals 6 and 7**	The Energy and Utilities Board was separated into two independent regulatory authorities effective January 1, 2008. The separation clarifies the governance roles and responsibilities of both entities with respect to the continuing evolution of the energy industry in Alberta. Over the longer term it will be important to continue to monitor and manage changing governance roles and responsibilities to ensure the effective operation of each entity under the new structure.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Securing Benefits for Albertans – *Secure Albertans' share and benefits from energy and mineral resource development*

This core business includes all Department operations involved in the calculation, assessment, collection, and audit of royalties, freehold mineral taxes and other revenue from the energy and mineral industry. It includes all Alberta Petroleum Marketing Commission operations related to the marketing and sale of the Crown's in-kind oil royalty share. The core business also includes the Department's analysis and review of existing royalty features and systems and the development of revised or new royalty policy and features. It also includes tenure operations involved in the disposition of Crown mineral rights, including: the posting and sale of oil sands, petroleum and natural gas, and other mineral rights; issuing and maintaining mineral rights agreements; reviewing well licenses and oil sands projects; and, handling transfers and continuations of leases.

GOAL ONE 1

Optimize Albertans' resource revenue share and benefits from the development of their energy and mineral resources over the long term

What it means Albertans receive their share of energy and mineral resource development through royalties, rentals and bonuses paid by industry and collected by the Ministry. Alberta's resource development system is designed to capture a fair share of industry revenue from the development of provincial resources, while ensuring industry retains sufficient revenue to continue to invest in the future development of these resources. In 2006-07 non-renewable resource revenue accounted for about 32 per cent of the Government of Alberta's total revenue. Other benefits from a strong energy industry include jobs, business opportunities, investment and innovative technologies and research.

Strategies

1.1 Implement Alberta's New Royalty Framework.

1.2 Improve assurance of the completeness and accuracy of well and production data and continue to provide clear communication to industry with regard to filing information and accurate reporting to reduce the number of audit amendments.

1.3 Continue to develop, maintain, enhance and manage in house, the Ministry's information technology systems and infrastructure that are critical to ensuring Albertans continue to receive their share of resource revenue.

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Sharing the Revenue from Resource Development: Crown Revenue Share	This measure is under review by the Department. Changes will reflect Alberta's New Royalty Framework.			
1.b Audit adjustments to industry filing and reporting: Absolute adjustments as a percentage of Department resource revenue (three-year moving average)[1]	2.0% (2006-07)	Less than 2.0%	Less than 2.0%	Less than 2.0%

Note:

1 The measure is based on absolute adjustments which reflect total error rates.

Source:

1.b Alberta Department of Energy

Supplemental Information: Previous measure results:	Actual (2005)	Last Actual (2006)
Sharing the Revenue from Resource Development: Crown Revenue Share - portion of oil and gas industry's annual net operating revenue that is paid to the Crown as royalty (three-year moving average)[1]	19%	19%

Note:

1 This data aggregates results from conventional oil, natural gas, and oil sands royalties. It is intended to indicate overall performance and not the performance of individual royalty programs. The Alberta government also receives bonuses from the sale of Crown mineral rights. These are not included. Bonuses collected by the Department amounted to $2.46 billion in 2006-07.

Sources:

Canadian Association of Petroleum Producers (CAPP) and Alberta Department of Energy

Core Business Two: Resource Development – *Ensure Alberta's energy and mineral resources remain accessible, competitive and attractive to investment and development*

This core business includes all Department operations involved in managing the development of Crown energy and mineral resources and attracting investment. It includes work undertaken to promote development in Alberta, maintain access to the resources, and encourage development of new technologies, new sources of energy (including renewables) and energy efficiency and conservation. It also involves monitoring and assessing the competitiveness of Alberta's energy and mineral development policies to ensure Alberta continues to attract investment.

GOAL TWO 2

Maintain the competitiveness of Alberta's energy and mineral resources to attract investment in future energy development

What it means Global demand for energy and growing recognition of Alberta's vast energy potential means increasing interest in Alberta as a place to invest in energy development. Alberta maintains competitive fiscal and regulatory regimes that are intended to attract industry investment and ensure that Albertans, the resource owners, benefit from resource development. Predictability, certainty, stability, and an efficient regulatory system combined with an extensive energy infrastructure and ready market access are all features that make Alberta a strong competitor for industry investment. The Ministry is the principal advocate nationally and internationally for Alberta's interests and rights to develop and manage energy and mineral resources.

Strategies

2.1 Work in partnership with Environment and Sustainable Resource Development to implement improved integration of upstream oil and gas policy and regulatory integration that results in regulatory processes that are effective, efficient and timely.

2.2 Lead Alberta's strategic participation in regional, national and international energy initiatives, promoting energy trade, development of North American electric reliability standards, provincial participation in international energy discussions and negotiations, and improved access to international markets.

2.3 Advocate for optimal tolls, tariffs and access to existing and new pipelines and wires that transport Alberta energy resources to North American markets.

2.4 Develop and implement strategies that will maximize benefits to Alberta from northern gas development.

2.5 Maintain jurisdiction over Alberta's energy infrastructure and minimize regulatory duplication arising from overlapping federal and provincial responsibilities.

2.6 Work with other Ministries and stakeholders to implement the provincial action plan on climate change.

Performance Measure	Last Actual (2006)	Target 2008-09	Target 2009-10	Target 2010-11
2.a **Resource Development:** Upstream industry investment in Alberta – Annual capital expenditure in Alberta on exploration and development of oil, oil sands and gas resources[1]	$37.7 billion	$20 to $26 billion (2008)	$20 to $26 billion (2009)	$20 to $26 billion (2010)

Note:

1 The data source for this measure has been revised, and is now based on data from Statistics Canada's Private and Public Investment (PPI) publications. The results do not include bonuses from the sale of mineral rights.

Source:
Statistics Canada

GOAL THREE 3

Secure future energy supply and benefits for Albertans, within a growing and competitive global energy marketplace

What it means Alberta has long enjoyed an abundant supply of oil and natural gas. In the future, new sources of energy will be developed to ensure Alberta has a continued supply of energy to meet growing Alberta and global demand. New energy sources represent the future and include expanded oil sands production, clean burning coal technologies, coalbed methane and the development of renewable energy sources (wind, hydro, biofuels). There is also significant potential to improve the recovery of existing conventional resources remaining in the ground through technologies such as CO_2 injection. Maintaining resource access is essential for future energy development and the Ministry works within the province's framework of sustainable development to maintain or enhance resource exploration and development opportunities in a responsible manner that protects the environment and public safety.

Strategies

3.1 Energy will continue to work with other government Ministries and major stakeholders to develop a comprehensive provincial energy strategy that will guide development of Alberta's renewable and non-renewable energy sources as well as provide direction for the conservation of energy use.

3.2 Develop actions and strategies for the long-term development of the oil sands based on accepted recommendations from public and Aboriginal consultations held by the Multi-Stakeholder Committee in 2006 and 2007, the Radke report *Investing in our Future: Responding to the Rapid Growth of Oil Sands Development*, and the Land-use Framework consultation.

3.3 Coordinate the process to address approved recommendations to enhance regulatory processes and policies for the responsible development of coalbed methane.

3.4 Implement the recommendations of the ecoEnergy Carbon Capture and Storage (CCS) joint federal and provincial task force that relate to the regulatory framework necessary for the wide-scale use of CCS in Alberta. A policy framework related to tenure and liability issues with respect to long term CCS will be developed.

3.5 Work with the Alberta Energy Research Institute and other research organizations and industry, through initiatives such as the Energy Innovation Fund and the Innovative Energy Technologies Program, to develop an integrated, coordinated approach to research that supports environmentally sustainable energy development. Support research on new oil sands extraction processes that use less energy, less water, reduce tailings ponds and improve land reclamation.

3.6 Encourage the natural gas industry's utilization of best practices for fuel gas efficiency in upstream gas processing.

3.7 Work with other ministries and stakeholders to assist Alberta Sustainable Resource Development in finalizing and implementing a Provincial Land-use Framework.

3.8 Work with other ministries on initiatives such as the renewal and implementation of Water for Life, sustainable resource and environmental management, cumulative effects management, integrated land management, biodiversity strategy, species at risk recovery plans, rural development and regional access management planning initiatives.

3.9 Participate with other ministries to implement Alberta's First Nations consultation guidelines and work with Aboriginal communities, resource developers and other levels of government to create opportunities for Aboriginal people to participate in Alberta's energy economy.

Performance Measures	Last Actual 2006	Target 2008-09	Target 2009-10	Target 2010-11
3.a **Energy Resource Portfolio Diversification:** Production from new sources or extended production from existing sources				
Oil Production (thousands of bbl/d):				
• Extended Oil Recovery (incremental)[2]	156	Additional Production	Additional Production	Additional Production
• Oil sands	1,126			
Natural Gas Production (Bcf/yr):				
• Coalbed Methane[1]	166			
Electricity Generating Capacity (MW):				
• Cogeneration[3]	3,394			
• Renewables[3]	1,469			

Notes:

1 Total gas production from all wells listed as coalbed methane (CBM) in 2006 was 166 Bcf; this includes commingled gas. CBM production from coal seams only was estimated at 42 Bcf.

2 All extended oil recovery is considered to be additional production as this oil would not be produced without extended oil recovery technologies.

3 Both cogeneration and renewables generation include biomass. The measure demonstrates contributions from cogeneration and renewable sources; these should not be added to determine total generating capacity in Alberta.

Source:

Alberta Department of Energy (extended oil recovery), EUB (electricity generating capacity), EUB 2007 ST-43, EUB February 2007 ST-53 (oil sands), and EUB 2007 ST-98 (coalbed methane)

Supplemental Information: Energy Resource Portfolio Diversification: Production from new sources or extended production from existing sources.	**Outlook 2011**
Oil Production (thousands of bbl/d):	
• Extended Oil Recovery (incremental)	145
• Oil sands	1,900
Natural Gas Production (Bcf/yr):	
• Coalbed Methane[1]	413
Electricity Generating Capacity (MW):	
• Cogeneration[2]	5,233
• Renewables[2]	3,655

Notes:

1 Outlook volume for coalbed methane reflects all gas produced from wells completed in coal seams.

2 Cogeneration and renewables generating capacity outlooks should not be added to determine total capacity.

Source:

Alberta Department of Energy (extended oil recovery and electricity generating capacity) and EUB 2007 ST-98 (oil sands and coalbed methane)

GOAL FOUR 4

Expand value-added energy development in Alberta

What it means The Ministry encourages industrial integration and increased value-added resource upgrading in Alberta from renewable as well as non-renewable energy sources. There are new opportunities in bio-energy to sustain, develop and expand commercial bio-fuel production facilities in Alberta. Alberta will offer a diversified compliment of energy products to the marketplace further integrating renewable and non-renewables. Extracting the most value from our energy resources by increasing the level of processing secures additional benefits for Albertans. The oil sands provide considerable potential for new refining capacity, for petrochemical feedstock from upgrader off-gases and for a broader range of petrochemicals based on petroleum. These new opportunities, when combined with Alberta's natural gas liquid based petrochemical industry, create significant potential for more value-added development in Alberta.

Strategies

4.1 Develop a strategy to increase upgrading and refining capacity in Alberta, including Bitumen Royalty In-Kind.

4.2 Work with other ministries to promote and market Alberta's energy resource development and value-added opportunities to secure new investment, market growth, employment and business opportunities.

Performance Measures	Last Actual (2006)	Target 2008-09	Target 2009-10	Target 2010-11
4.a Ethane Demand in Alberta – (in barrels per day) [1]	239,000	60,000 – 85,000 additional barrels of ethane per day over next 5 years		
4.b Ethanol Production in Alberta – millions of litres	28	300 million by 2015		
4.c Biodiesel Production in Alberta – millions of litres	0	700 million by 2015		

Note:

1 Includes small volumes used for enhanced oil recovery.

Sources:

4.a EUB 2007 ST-98 (historical data) and Alberta Department of Energy (target)

4.b & c Alberta Department of Energy

Core Business Three: Energy for Albertans – *Ensure Alberta consumers have a choice of reliable and competitively priced energy*

This core business includes all Departmental operations related to policy and market (wholesale and retail) design for electricity as well as retail market design for natural gas. The aim is to provide an efficient, competitive marketplace that maintains reliable energy supplies and provides fair and equitable prices to consumers. It also includes the Department's involvement with consumer energy efficiency, conservation and demand management.

GOAL FIVE 5

Maintain a competitive market framework that provides Albertans with competitively priced and reliable electricity and natural gas

What it means Alberta's electricity industry is structured to provide a fair, efficient and openly competitive marketplace that encourages the development of new power generation and offers all consumers choice and reliable supply. The Ministry continues to strengthen its provisions for retail consumer choice, working to further harmonize the rules for the natural gas and electricity retail markets and encourage energy efficiency and conservation. Through the *Natural Gas Price Protection Act*, the Alberta government also shares the benefits of resource ownership with consumers by providing relief from high natural gas prices during periods of high consumption.

Strategies

5.1 Develop recommendations to ensure the continuing effective operation of Alberta's electricity system to meet Alberta's growing needs.

5.2 Harmonize the regulatory requirements for electricity and natural gas retail markets to ensure that a consistent set of rules apply to both.

5.3 Research, gather and publish metrics and tools to assess the performance of the retail electricity market.

5.4 Develop metering policy recommendations to support advanced metering technology development for the retail market.

5.5 Ensure Alberta's policy for transmission planning, rule-making and tariffs is implemented, and facilitate the development of new electricity infrastructure to ensure Albertans continue to receive safe, reliable and open-access service.

5.6 Ensure that Alberta is represented in the development and implementation of mandatory reliability rules for the North American transmission grid.

5.7 Review and evaluate the Natural Gas Rebate Program prior to its expiry on March 31, 2009.

5.8 Work with other ministries and industry to encourage energy efficiency and conservation and the choice of a range of energy sources, including both renewable and non-renewable.

5.9 Participate with government agencies and regulated electricity and natural gas retailers to provide consumers, industry and other government agencies with clear and timely communication to increase consumer understanding of Alberta's competitive marketplace for natural gas and electricity.

Performance Measures	Last Actual 2006	Target 2008-09	Target 2009-10	Target 2010-11
5.a **Power Generation:** Margin (MW) between supply and peak demand[1]	18%	Maintain a minimum 7% margin over peak load (2008)	Maintain a minimum 7% margin over peak load (2009)	Maintain a minimum 7% margin over peak load (2010)
5.b **Annual Residential Natural Gas Price (ARGP):** Difference between the annual average price Albertans pay for natural gas and the price paid by other Canadian jurisdictions ($/GJ)[2]	-$4.14	Annual ARGP not to exceed annual NRGP (2008)	Annual ARGP not to exceed annual NRGP (2009)	Annual ARGP not to exceed annual NRGP (2010)

Note:

1 Wind power is not included as it is not dispatchable on a consistent basis. Tie line capacity is also not included.

2 Does not include Alberta's natural gas rebates.

Sources:

5.a EUB, Alberta Electric System Operator and Alberta Department of Energy

5.b Statistics Canada

Core Business Four: Regulation of Energy Development by the Energy Resources Conservation Board – *Ensure that the discovery, development and delivery of Alberta's energy resources take place in a manner that is fair, responsible and in the public interest*

The Energy Resources Conservation Board (ERCB) is an independent, quasi-judicial body that regulates the development and delivery of energy resources in Alberta. It also applies technical standards for the safe and reliable operation of energy facilities while having regard for social, economic and environmental effects. The Board conducts inspections to ensure compliance with regulations and provides geoscience information and expertise needed by government, industry and the public.

GOAL SIX 6

A regulatory framework for the energy sector that is fair, responsible and in the public interest

What it means The Government of Alberta has established, in legislation and policy, a regulatory framework intended to ensure that the discovery, development and delivery of Alberta's energy resources take place in a manner that is fair, responsible and in the public interest. The development of broad energy policy and oversight of this framework rests with the government, particularly the Minister of Energy, who is responsible for the related legislation. The ERCB is responsible for implementing the regulatory process within this framework. While the ERCB reports administratively to the Minister of Energy, its formal regulatory decisions are made independently, in accordance with the governing legislation and regulations. The ERCB regulates the development and delivery of energy resources in Alberta. It establishes and applies technical standards for the safe and reliable operation of energy facilities while having regard for social, economic and environmental effects, including resource conservation. The ERCB conducts inspections to ensure compliance with the regulations it administers. It also provides geoscience information and expertise needed by government, industry and the public for the stewardship and development of energy resources in Alberta.

Strategies

6.1 Maintain high standards of public safety, environmental protection and energy resource conservation by ensuring ERCB regulatory requirements are relevant, understood and complied with.

6.2 Proactively identify and address emerging issues that face the industries the ERCB regulates and stakeholders who are affected by these issues.

6.3 Improve the effectiveness and efficiency of decision making processes through better use of Appropriate Dispute Resolution (ADR), expansion of routine decision processes for areas where the requirements are clear, and improved non-routine decision making processes used to settle conflict.

6.4 Continue to work with stakeholders to develop and refine sustainable liability management programs which ensure licensees are responsible for decommissioning and abandonment liabilities.

Performance Measures	Last Actual Year	Target 2008-09	Target 2009-10	Target 2010-11
6.a **Application Resolution:** Percentage of oil and gas facility and resource applications filed with objections resolved (approved, denied or closed) without a hearing.	93% (2006-07)	90%	90%	90%
6.b **Protection of Public Safety:** Percentage of field inspections finding High Risk regulatory noncompliance	2.7% (2006)	Less than 3.5% (2008)	Less than 3.5% (2009)	Less than 3.5% (2010)

Note:

6.a Less than 2 per cent of the approximately 44,500 oil and gas facility and resource applications in 2006-07 were filed with objections.

Core Business Five: Regulation of Utility Development by the Alberta Utilities Commission – *Ensure that the development and delivery of Alberta's energy utilities take place in a manner that is fair, responsible and in the public interest*

The Alberta Utilities Commission (AUC) is an independent, quasi-judicial agency of the Government of Alberta with responsibility to oversee the transmission, distribution and regulated retail tariffs for electricity and natural gas services. It reports to the Minister of Energy. Its role is to ensure consumers are provided with reliable service at just and reasonable rates and also provide utility owners with a reasonable opportunity to recover their costs and earn a fair return on their investment.

GOAL SEVEN

7

A regulatory framework for the utility sector that is fair, responsible and in the public interest

What it means The Government of Alberta has established in legislation and policy, a regulatory framework that can effectively respond to growth pressures and provide all Albertans with access to an efficient and trusted regulatory authority as we continue to develop our utilities system. This new structure creates a distinct body of experts that can make timely decisions to capitalize on opportunities that are in the public interest. The oversight of this framework rests with the government, particularly the Minister of Energy, who is responsible for the related legislation. The AUC's role is to ensure consumers are provided with reliable service at just and reasonable rates and also provide utility owners with a reasonable opportunity to recover their costs and earn a fair return on their investment. The Commission will make timely decisions on electricity and natural gas transmission and distribution facilities, which are needed to attract investment, meet future needs and ensure fair pricing. The AUC will also undertake rule-making responsibility relating to data communications transactions and the delivery of these transactions to market participants to ensure a well-functioning electricity and natural gas market.

Strategies

7.1 Implement the start-up of the AUC from the EUB without any disturbance to the core work of the AUC.

7.2 Improve processes for hearing transmission facility applications to ensure that they are conducted in a timely manner and provide appropriate opportunities for public input.

7.3 Continue to ensure that regulated rate payers receive safe and efficient service at just and reasonable rates while utilities are given the opportunity to receive a reasonable return on their investment.

Performance Measures

To be developed.

ORGANIZATIONAL CAPACITY AND EFFECTIVENESS

Successful delivery of the Ministry's core businesses depends on building and maintaining a strong organization with the knowledge and capacity to respond to changing future business and economic circumstances. A separate goal has been established to address this requirement.

GOAL EIGHT 8 Build an organizational environment for success

What it means Organizational capacity and effectiveness address the challenge and importance of maintaining and building organizational capacity to respond to changing business needs. Organizational capacity means having the right resources, people, finances, information, technology, processes and tools to deliver the Ministry's mission.

Strategies

8.1 Implement human resource development and workforce planning strategies that enable the Ministry to retain, attract and develop our employees to ensure a competent and committed workforce that meets current and future needs. Develop strategies for succession planning, protection of information assets and corporate information and knowledge management and transfer.

8.2 Information will be managed to optimize the value of investment in information assets, support effective operations and improve the delivery of services to Albertans and other stakeholders. Energy will optimize the use of, and access to, its information assets through an integrated and secure electronic environment.

8.3 Deliver human resource, financial management, information management, and technology business solutions that address emerging business needs and technology drivers in support of crucial business operations, and allow the retirement of aged business solutions.

8.4 Albertans will continue to be provided with easily accessible, relevant and high quality data, information, services, knowledge, and advice relative to the energy and utility sectors.

Performance Measures	Last Actual	Target 2008-09	Target 2009-10	Target 2010-11
8.a **Industry satisfaction:**				
• with Department services	83% (2007)	n/a[1] (2008)	80% or higher (2009)	n/a[1] (2010)
• with Department electronic information management	90% (2007)	n/a[1] (2008)	80% or higher (2009)	n/a[1] (2010)
8.b **Department Work Environment:**				
• Employee Engagement	74% (2007)	80% (2008)	80% or higher (2009)	80% or higher (2010)
• Quality Work Environment	77% (2007)	80% (2008)	80% or higher (2009)	80% or higher (2010)

ERCB Performance Measure Under Development.

Note:

[1] Surveys are conducted every second year.

Sources:

8.a Banister Research and Consulting

8.b Alberta Government Core Measures Survey conducted annually

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Securing Benefits for Albertans	45,550	53,398	52,577	56,343	58,142	61,595
Resource Development	22,454	81,964	82,619	104,142	88,168	119,633
Energy for Albertans	5,555	4,822	6,555	26,410	26,592	26,729
Regulation of Energy Development	138,368	149,257	152,657	184,257	198,558	208,557
Regulation of Utility Development	9,350	9,745	17,845	31,645	31,645	31,645
MINISTRY EXPENSE	221,277	299,186	312,253	402,797	403,105	448,159

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Non-Renewable Resource Revenue						
Natural Gas and By-Products Royalty	5,987,697	6,023,000	5,177,000	5,684,000	5,094,000	4,391,000
Crude Oil Royalty	1,399,759	1,060,000	1,606,000	1,601,000	2,121,000	1,850,000
Synthetic Crude Oil and Bitumen Royalty	2,411,430	1,795,000	2,918,000	3,402,000	2,598,000	3,047,000
Bonuses and Sales of Crown Leases	2,462,787	1,214,000	1,113,000	868,000	754,000	620,000
Rentals and Fees	159,319	153,000	158,000	140,000	131,000	122,000
Coal Royalty	12,681	15,000	14,000	14,000	14,000	14,000
Alberta Royalty Tax Credit	(173,793)	-	(30,000)	-	-	-
Total Non-Renewable Resource Revenue	12,259,880	10,260,000	10,956,000	11,709,000	10,712,000	10,044,000
Freehold Mineral Rights Tax	317,172	333,000	248,000	318,000	307,000	289,000
Investment Income	2,614	2,500	2,500	2,500	2,500	2,500
Industry Levies and Licences	84,719	89,950	89,950	140,400	151,900	158,900
Other Revenue	48,772	10,309	11,809	9,759	9,759	9,759
MINISTRY REVENUE	12,713,157	10,695,759	11,308,259	12,179,659	11,183,159	10,504,159
EXPENSE						
Program						
Ministry Support Services	1,434	2,006	2,032	2,099	2,125	2,166
Resource Development and Management	71,801	138,143	139,684	184,761	170,743	205,756
Energy Regulation	124,802	136,257	142,257	171,257	185,557	195,557
Utilities Regulation	9,350	9,745	15,245	31,645	31,645	31,645
Orphan Well Abandonment	13,566	13,000	13,000	13,000	13,000	13,000
Valuation Adjustments and Other Provisions	324	35	35	35	35	35
MINISTRY EXPENSE	221,277	299,186	312,253	402,797	403,105	448,159
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	12,491,880	10,396,573	10,996,006	11,776,862	10,780,054	10,056,000

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	12,713,157	10,695,759	11,308,259	12,179,659	11,183,159	10,504,159
Inter-ministry consolidation adjustments	(987)	-	(1,500)	-	-	-
Consolidated Revenue	12,712,170	10,695,759	11,306,759	12,179,659	11,183,159	10,504,159
Ministry Expense	221,277	299,186	312,253	402,797	403,105	448,159
Inter-ministry consolidation adjustments	(987)	-	(1,500)	-	-	-
Consolidated Expense	**220,290**	**299,186**	**310,753**	**402,797**	**403,105**	**448,159**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	12,491,880	10,396,573	10,996,006	11,776,862	10,780,054	10,056,000

Environment

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Rob Renner, *Minister of Environment*
April 1, 2008

THE MINISTRY

The Ministry of Environment consists of the Department of Environment and the Climate Change and Emissions Management Fund as the entities for government reporting purposes as well as the Environmental Appeals Board, which is a quasi-judicial board reporting to the Minister. In addition, three Delegated Administrative Organizations report to the Minister and operate with separate board governance and financial management. They are the Alberta Recycling Management Authority, the Beverage Container Management Board and the Alberta Used Oil Management Association.

The Ministry's authority to carry out its mandate is based on the *Environmental Protection and Enhancement Act*, the *Water Act* and the *Climate Change and Emissions Management Act*.

VISION

Alberta's environment sustains a high quality of life.

MISSION

Environment assures the effective stewardship of Alberta's environmental systems to sustain a high quality of life.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Environment is committed to achieving the vision of the Government of Alberta's Strategic Business Plan: An innovative and prosperous province where Albertans enjoy a high quality of life built on vibrant communities and a healthy environment. The key linkage between the Ministry of Environment's 2008-11 Business Plan and the Government of Alberta Strategic Business Plan is:

Goal 3: The high quality of Alberta's environment will be sustained – The Ministry of Environment contributes to this goal by ensuring Albertans have the quality and quantity of water needed now and into the future to support population and economic growth, by leading Alberta's action on climate change, by informing Albertans about our environmental stewardship, by leading the development of an oil sands environmental management framework and by developing and implementing an Alberta framework to manage cumulative environmental effects, working together with industry, citizens and communities.

Government of Alberta Priority
The Ministry of Environment will work with Energy to address the government priority: *Ensure Alberta's energy resources are developed in an environmentally sustainable way.*

VALUED BEHAVIOURS

The Ministry's values are reflected in our corporate and individual behaviors. They define how we treat our stakeholders, clients, partners, the public and each other.
Respect – We foster an environment in which each individual is valued and heard.
Integrity – We behave ethically and are open, honest and fair.
Accountability – We are responsible for our actions and for contributing to the effectiveness of the public service.
Excellence – We use innovation and continuous improvement to achieve excellence.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry of Environment is working collaboratively across government and with stakeholders to respond to increasingly complex environmental challenges and risks, such as:

Climate Change
Heightened awareness of climate change issues continues, with international discussion focused on finding ways to reduce the amount of carbon emissions and adapt to the changing climate. While an environmental issue, climate change also has an economic and fiscal impact. Albertans and the Ministry have the opportunity to demonstrate leadership and innovation through research on carbon capture and storage and improved energy intensity of fuels. There is growing awareness that climate change brings other changes for which adaptation is necessary. Anticipating what these changes will be and providing for early adaptation to reduce risk and costs are important for Albertans'

quality of life. With the increasing demand for cleaner energy, a wide range of alternatives need to be researched, developed and deployed. Whether it is cleaner hydrocarbons, bio-fuels, geo-thermal, wind, or solar, the Ministry of Environment continues to work with its partners and stakeholders to find ways of reducing environmental impacts and cumulative effects.

Water Quality and Quantity
Increasing water demand from unprecedented population and economic growth coupled with the uncertainty of future water supplies creates one of Alberta's most significant challenges. There are limits in the amount of water available to use, particularly in southern Alberta where water resources are fully allocated. The Ministry is working with the watershed planning and advisory councils and watershed stewardship groups and engaging Albertans to create viable solutions to meet this challenge with innovation that supports healthy ecosystems and a vibrant economy.

Oil Sands Development
The oil sands are a focal point for environmental issues in the province. They include and embrace all the major environmental theme areas in one large regional context. They are also seen as a global resource, and a global audience is critiquing Alberta's environmental management of the oil sands. The Ministry's new Oil Sands Division is engaging world-class experts and scientists to assist in managing this important provincial resource.

Managing Cumulative Effects
With the increasing population and pace of development, cumulative effects management is essential to balance the needs of agricultural, residential, industrial, and commercial land uses while achieving environmental outcomes. This complex challenge requires understanding new issues like ecological sensitivity, invasive species and biodiversity and developing management solutions that integrate our knowledge of these issues with our response to growth pressures such as urban sprawl, expanding infrastructure needs, social, environmental and human health trends and changing economic opportunities.

Information and Knowledge
Integrated and accessible environmental information systems are critical to achieving Albertans' goals for the environment. In this day of transparency and easy access to information it is important the Ministry works with stakeholders to assess their environmental information needs and provide solutions that work.

STRATEGIC PRIORITIES 2008-11

In addition to ongoing core activities, the Ministry has identified the following strategic priorities:

GREENING OUR GROWTH

1. Climate Change **Linkage:** **Goals 1, 2, 3, 4 and 6**	The Ministry of Environment, together with its partners, will implement the climate change strategy, including conservation, energy efficiency, and adaptation initiatives.
2. Environmental Stewardship Information **Linkage:** **Goals 3, 4, 5 and 6**	The Ministry of Environment, together with its partners, will inform Albertans on our environmental stewardship to ensure a clear provincial, national and international understanding of Alberta's leadership, commitment and action on the environment.

3. Cumulative Effects Management **Linkage: Goals 1, 2, 3, 4, 5 and 6**	The Ministry of Environment, together with its partners, will lead Alberta's transition to an outcomes focused cumulative effects management system that is integrated with Alberta's Land-use Framework and addresses the impacts of development on land, air, water and biodiversity, at a regional level.
4. Water Quality and Quantity **Linkage: Goals 1, 2, 3, 4, 5 and 6**	The Ministry of Environment, together with its partners, will manage Alberta's water resources to ensure the province has the quality and quantity of water needed now and into the future to support the population, healthy aquatic ecosystems and economic growth.
5. Oil Sands **Linkage: Goals 1, 2, 3, 4 and 6**	The Ministry of Environment, together with its partners, will enhance our environmental management system to ensure we are world leaders in environmentally sustainable development of the oil sands through innovative policies and procedures that focus on cumulative effects.
6. Organization and Staff Capability **Linkage: Goal 2**	The Ministry of Environment will embed organizational learning in our behaviours and practices allowing employees to be engaged, enabled and empowered in the service of the Ministry's Vision and Mission. A focus on learning will enhance the Ministry's capacity to deal with increasingly complex environmental challenges and risks, and a focus on people will help employees be ready, willing and able to make a difference, individually and collectively.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Safeguarding Public and Environmental Health

There is an integral relationship between public health and the state of the environment. The Ministry helps assure both public and environmental health for present and future generations of Albertans through drinking water, monitoring and evaluation, standards, climate change, innovation and policy, reclamation and emergency preparedness, integrated information solutions programs, and Climate Change and Emissions Management.

GOAL ONE

1 The Ministry has effective risk management, preparation and responses to events and emerging and complex issues

What it means The Ministry and its partners have to be aware of and manage environmental risks and opportunities. To do this, Environment advises other ministries across the Government of Alberta, municipalities and Albertans about emerging environmental issues and related threats to environmental and public health and safety. Working with Emergency Management Alberta, the Ministry helps plan hazard reduction and risk management with stakeholders. If required, the Ministry takes part in, or directs, emergency response activities that could have an impact on our air, land and/or water.

Strategies

1.1 Identify, understand and improve awareness of existing and emerging issues that could lead to significant environmental incidents and emergencies in the province.

1.2 Continue to assess groundwater protection and management across the province to identify areas and sectors requiring enhanced groundwater management.

1.3 Implement a comprehensive framework that integrates risk management into strategic decision-making, priority setting and operational and policy responses.

1.4 Implement the Climate Change Adaptation Strategy that builds on the adaptation vulnerability assessment recommendations and integrates with the Ministry's comprehensive risk management framework.

1.5 Maintain and continue to implement the Ministry's environmental emergency management program.

1.6 Evaluate water supply needs for Alberta's expanding population and economic growth.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a **Drinking Water Safety Indicator*** • **Facility Design Standards** – Measures the percentage of facilities meeting the newest (1997 or 2006) standards, as applicable	81%**	87%	90%	92%
• **Facility Operational Requirements** – Measures the number of incidents where regulatory requirements have not been met that could lead to water quality incidents	35	25	22	19
• **Water Quality** – Measures the number of water quality incidents	43	38	36	34
1.b **Environmental Emergencies Response Indicator** Measures the response by Alberta Environment Support and Emergency Response Team to environmental emergencies within established timelines	87% responded to within 60 minutes	90% responded to within 55 minutes	90% responded to within 50 minutes	95% responded to within 50 minutes

* Evaluates performance of facilities delivering safe drinking water, and demonstrates continuous improvement of facilities, in the way facilities are operated, and reporting on analytical results.

** The remainder of facilities meets older (pre 1997) standards.

GOAL TWO 2

The Ministry and its partners have the required policies and programs to achieve the Government of Alberta environmental outcomes

What it means In order to set and achieve environmental outcomes, the Ministry and its partners must enhance capacity to develop and implement innovative policy. By working with partners and other ministries, the overall Government of Alberta's environmental and resource management needs are addressed in a coordinated way, with policies being developed, integrated and updated, as required, to achieve environmental goals.

Strategies

2.1 Implement *Alberta's Climate Change Strategy* with policy, program and infrastructure initiatives and assure appropriate governance of the Climate Change and Emissions Management Fund to support Alberta's intended outcomes, focusing on:

- emissions management, using and updating the greenhouse gas regulatory framework for large industrial emitters and updating mandatory reporting requirements for medium-sized emitters;
- the vulnerability assessment and climate change adaptation to reduce Alberta's exposure to climate change risks; and
- support for energy innovation and carbon management initiatives designed to lower greenhouse gas emissions over the long term.

2.2 Implement and resource a renewed *Water for Life: Alberta's Strategy for Sustainability*, with a focus on:

- shared governance and watershed planning frameworks as the foundation for future water management;
- advancing the development of policies, economic instruments and information infrastructure to support water conservation; and
- partnering with stakeholders to set instream flow requirements, groundwater and water quality objectives in key watersheds.

2.3 Build the water allocation information system, regulatory processes and policies on water conservation required to support innovative systems that improve water use in the South Saskatchewan River Basin.

2.4 Renew Alberta's *Clean Air Strategy* working through CASA to update the 1991 Clean Air Strategy and provide a new framework for air quality management in Alberta, focusing on:

- existing and future clean air initiatives to achieve Alberta's intended outcomes for air quality; and
- policy and tools to manage increasing air emissions, including provincial regional air quality issues and approaches.

2.5 Implement a system to effectively manage the cumulative effects of oil sands development.

2.6 Partner and direct research in environmental science and technology that has direct influence on policy and systems development.

2.7 Develop and implement the organizational learning strategies to enable Ministry systems and employees to anticipate and respond to environmental challenges and adapt to change with resiliency.

2.8 Enhance the Staff Capability Framework to support employees to align individual and collective performance to achieve the Business Plan goals.

2.9 Assist in ensuring Alberta's energy resources are developed in an environmentally sustainable way by supporting:

- Energy and Treasury Board in the creation of a strategic plan for developing the oil sands region;
- Energy in implementation of carbon capture and storage research and demonstration projects; and
- Energy in research on new oil sand extraction processes that use less energy, less water, reduce tailings ponds and improve land reclamation.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a **Policy Capacity Indicator**				
• **Percentage of staff that have received policy capacity training** – Measures the percentage of staff having received policy training	20%	30%	40%	50%
• **Total number of policy training days taken per year** – Measures the number of days of policy training taken by staff	794	880	970	1070

Core Business Two: Leading and Enabling Citizens, Communities, Governments and Industry to be Environmental Stewards

Environmental stewardship is the shared responsibility of citizens, communities, governments and industry. Sharing timely and credible information about the environment helps all Albertans make informed decisions. Ministry programs that support this include Water for Life, educational awareness and intergovernmental relationships and partnerships.

GOAL THREE 3

Albertans are aware of and understand existing and emerging environmental threats and opportunities

What it means The Ministry will enhance its capacity to share information and knowledge about the state of the environment and emerging issues with Albertans. This will involve information-sharing partnerships with a variety of public agencies and non-government organizations. The Ministry will have reliable and readily accessible environmental data, information and knowledge that is representative of Alberta's diverse environment and responsive to existing and emerging environmental issues. By gathering and disseminating information in an effective, accurate manner and using knowledge networks for monitoring and reporting, the Ministry will help Albertans become more informed environmental stewards.

Strategies

3.1 Inform Albertans on our environmental stewardship to ensure provincial, national and international understanding of Alberta's leadership, commitment and action on the environment.

3.2 Work with partners to develop an integrated monitoring strategy for environmental conditions and performance across the province.

3.3 Work with partners to enhance, analyze and share environmental data to increase and share the resulting knowledge across stakeholders.

3.4 Enhance public awareness and understanding of environmental issues through public outreach and programs, and enable Albertans to take action by:
- implementing an Education Framework within the department to improve the capacity to integrate education and awareness across the department;
- developing a public awareness and education campaign targeting climate change, water, oil sands and waste issues; and
- expanding youth and community engagement in education and awareness projects.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a **Client Access to Information through Environment's Information Centre**				
• **Accessibility** – Measures the percentage of clients satisfied with accessibility to the Information Centre	85%	85%	85%	85%
• **Knowledge** – Measures the percentage of clients satisfied with staff knowledge	93%	95%	95%	95%

GOAL FOUR 4

Albertans, communities, governments and industry implement stewardship of the environment through innovative initiatives

What it means The Ministry encourages and supports environmental stewardship by working in a wide variety of partnerships to enable environmental entrepreneurship and innovation.

Strategies

4.1 Grow the ability of communities, including Aboriginal communities, to support stewardship in areas such as watershed management, airshed management, cumulative effects management, monitoring and reporting and waste reduction.

4.2 Guide the development and support the activities of stewardship organizations including Watershed Planning and Advisory Councils, Watershed Stewardship Groups, and airshed groups.

4.3 Conduct a third-party independent review of the Cumulative Environmental Management Association to ensure clarity of roles and responsibilities and enhance the association's efficiency and timeliness in developing recommendations.

4.4 Establish a youth-oriented conservation team to work with communities and stakeholders on conservation issues.

Performance Measures	Last Actual (Year)	Target 2008-09	Target 2009-10	Target 2010-11
4.a **Beverage Container Return Rate*** Measures the return rate of beverage containers each year based on sales and returns	74.2% (2006)	85%	85%	85%
4.b **Used Oil Recovery Rate** Measures the recovery rate of used oil each year expressed as a percentage of the estimated volume of recoverable oil and quantity recovered	80.5% (2006)	81%	81%	81%
4.c **Municipal Solid Waste to Landfills** Measures Alberta's progress towards reducing the amount of municipal solid waste disposed in landfills as measured in kilograms of waste per capita	818 kg per capita (2006)	800 kg per capita	700 kg per capita	650 kg per capita
4.d **Electronic Recycling** Measures the total tonnage of electronics collected and processed annually. Targets are set to achieve maximum recoverable volumes	5,941 tonnes (2005-06)	15,663 tonnes	18,795 tonnes	20,100 tonnes
4.e **Facilities Implementing Stewardship** Measures the number of facilities recognized as EnviroVista Leaders**	25 (2007)	28	31	34

* Does not include exempted containers (e.g., milk containers, plastic and paper cups).

** EnviroVista Leaders operate under *Alberta's Environmental Protection and Enhancement Act* and meet three qualifying criteria: they have an Environmental Management System in place, a five year history without enforcement action and a five year history of excellent emissions performance. Additional information can be obtained at http://www.environment.alberta.ca/947.html.

Sources:

4.a Beverage Container Management Board
4.b Alberta Used Oil Management Association
4.d Alberta Recycling Management Authority

Core Business Three: Leading and Supporting the Development and Maintenance of Critical Regulatory Systems and Environmental Infrastructure

The Ministry is committed to develop and maintain critical capital and regulatory environmental infrastructure, alone or through its partners. Programs that support this are integrated resource management, approvals, compliance and enforcement, water operations, oil sands innovation and policy, oil sands operations, emergency response and ministry support services.

GOAL FIVE 5

Environmental infrastructure is developed and sustained to meet the Government of Alberta desired outcomes

What it means Albertans depend on a variety of environmental infrastructure. Some infrastructure systems, such as drinking water, are critical to public health and safety. Other systems such as water management infrastructure (dams, canals, weirs, diversions, drains, etc.), have important economic significance and are critical to the achievement of *Water for Life: Alberta's Strategy for Sustainability* objectives. The Ministry monitors and reports on the adequacy of the infrastructure to ensure that it continues to meet evolving standards and requirements as well as the future needs of Albertans. The Ministry is also responsible for assessing the needs and managing the physical components of provincially owned environmental infrastructure.

Strategies

5.1 Plan for, support and assess sustainability of Alberta's environmental infrastructure and systems including:

- operating and maintaining provincially owned water infrastructure (dams, canals, weirs, diversions, drains, etc.); and
- ensuring privately owned water management infrastructure is safe.

5.2 Work with municipalities and other ministries to:

- respond to needs for infrastructure enhancements like drinking water, wastewater and waste diversion infrastructure systems, with an emphasis on development of regional systems; and
- review and assess existing programs supporting municipal environmental infrastructure to ensure they are effective.

5.3 Develop and maintain knowledge and environmental performance systems to support Government of Alberta, ministry and stakeholder environmental management opportunities, including cumulative environmental effects management and systems necessary to inform Albertans on our environmental stewardship.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
5.a **Effective Water Management Infrastructure** Measures the				
• **Utilization**	99.8%	99%	99%	99%
• **Functional adequacy**	95.1%	95%	95%	95%
• **Physical condition (PC) of provincially owned water management infrastructure***	Good: 97.0% Fair: 2.9% Poor: 0.1%	Good: 93% Fair: 7% Poor: 0%	Good: 93% Fair: 7% Poor: 0%	Good: 93% Fair: 7% Poor: 0%

* "Good" is defined as adequate for intended use and expected to provide continued service life with average maintenance. "Fair" means aging components are nearing the end of their life cycle and require additional expenditure for renewal or refurbishing. "Poor" means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

GOAL SIX

6 Alberta has a comprehensive, risk-based and flexible set of regulatory and non-regulatory tools and incentives to achieve environmental outcomes

What it means The Ministry is actively working with other ministries and stakeholders to review and update Alberta's environmental regulatory and non-regulatory systems and look for new approaches to achieve environmental outcomes.

Strategies

6.1 Develop and implement changes to the environmental impact assessment process to ensure major projects are reviewed in a timely and credible manner.

6.2 Develop and implement a range of regulatory and non-regulatory tools and assess their impact on attaining environmental outcomes.

Performance Measures	Last Actual (2007-08)	Target 2008-09	Target 2009-10	Target 2010-11
6.a **Number of regulatory and non-regulatory tools under review/development** Measures the number of new regulatory and non-regulatory tools that are under review/development. The full range of tools includes innovative regulation, market-based instruments/fiscal reform, cooperative management agreements, disclosure of information and voluntary stewardship programs/corporate social responsibility	5	10	12	14

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Safeguarding Public and Environmental Health	45,053	46,983	47,783	273,850	214,826	198,670
Leading and Enabling Citizens, Communities, Governments and Industry to be Environmental Stewards	29,207	27,214	46,189	25,931	27,292	27,596
Leading and Supporting the Development and Maintenance of Critical Regulatory Systems and Environmental Infrastructure	74,282	87,759	174,024	103,089	102,523	104,975
MINISTRY EXPENSE	148,542	161,956	267,996	402,870	344,641	331,241

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	2,566	4,275	4,275	3,175	3,175	3,175
Transfers from Government of Canada	-	-	-	51,967	51,967	51,967
Premiums, Fees and Licences	2,993	4,313	4,313	5,713	5,953	5,948
Other Revenue	4,370	3,248	66,248	95,248	98,248	81,253
MINISTRY REVENUE	9,929	11,836	74,836	156,103	159,343	142,343
EXPENSE						
Program						
Ministry Support Services	10,444	9,964	10,054	11,564	11,997	12,331
Environmental Assurance:						
Drinking Water	1,536	1,836	1,886	1,965	2,008	2,052
Monitoring and Evaluation	16,761	19,357	19,682	13,646	14,093	14,479
Standards	5,884	6,078	6,228	6,000	6,210	6,408
Climate Change	3,083	3,688	3,713	82,274	82,350	82,400
Innovation and Policy	11,907	10,599	10,799	5,782	5,822	5,854
Integrated Information Solutions	3,816	1,650	1,700	6,508	6,668	6,802
Reclamation and Emergency Preparedness	2,066	3,775	3,775	2,675	2,675	2,675
Climate Change and Emissions Management	-	-	-	155,000	95,000	78,000
Environmental Stewardship:						
Intergovernmental Relationships and Partnerships	12,059	5,930	24,705	4,276	4,441	4,589
Educational Awareness	8,823	8,830	8,980	7,764	7,882	7,976
Water for Life	8,325	12,454	12,504	13,891	14,969	15,031
Environmental Management:						
Integrated Resource Management	5,978	6,218	6,368	10,456	10,894	11,306
Approvals	12,671	13,734	14,109	18,770	19,807	20,543
Compliance and Enforcement	9,283	8,617	8,867	10,555	10,903	11,289
Water Operations	11,933	14,533	99,733	15,118	15,576	15,998
Emergency Response	1,040	1,441	1,466	2,228	2,305	2,359
Amortization of Capital Assets	19,048	21,261	21,261	22,361	22,361	22,361
Oil Sands Environmental Management:						
Oil Sands Innovation and Policy	-	6,000	6,100	5,681	6,324	6,432
Oil Sands Operations	3,825	5,892	5,967	6,257	2,257	2,257
Valuation Adjustments and Other Provisions	60	99	99	99	99	99
MINISTRY EXPENSE	148,542	161,956	267,996	402,870	344,641	331,241
Gain (Loss) on Disposal of Capital Assets	(3)	-	-	-	-	-
NET OPERATING RESULT	(138,616)	(150,120)	(193,160)	(246,767)	(185,298)	(188,898)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	9,929	11,836	74,836	156,103	159,343	142,343
Inter-ministry consolidation adjustments	(2,566)	(4,275)	(4,275)	(3,175)	(3,175)	(3,175)
Consolidated Revenue	7,363	7,561	70,561	152,928	156,168	139,168
Ministry Expense	148,542	161,956	267,996	402,870	344,641	331,241
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**148,542**	**161,956**	**267,996**	**402,870**	**344,641**	**331,241**
Gain (Loss) on Disposal of Capital Assets	(3)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(141,182)	(154,395)	(197,435)	(249,942)	(188,473)	(192,073)

Executive Council

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Ed Stelmach

Ed Stelmach, *Premier*
April 4, 2008

THE MINISTRY

The Ministry of Executive Council consists of the Department of Executive Council, and includes the following:

Office of the Premier/Executive Council

- Office of the Premier provides planning, communications and administrative support to the Premier's offices in Edmonton and Calgary.
- Office of the Deputy Minister provides advice and support to the Premier on policy and organizational issues and leadership to the Alberta Public Service.
- Cabinet Coordination Office provides organizational and administrative support and advice to Cabinet and its key committees.
- Policy Coordination Office delivers long-term strategic planning and policy coordination for government and promotes cross-ministry coordination in the implementation of strategic priorities.
- The Premier's Council for Economic Strategy will provide advice to the Premier on economic strategies to ensure a high quality of life for Albertans and that Alberta is the best place to live, work, visit and invest.
- Protocol Office plans and coordinates international visits and provincial government ceremonial events and manages Government House operations.
- Executive Council also provides administrative and communications support to the Office of the Lieutenant Governor and the Alberta Order of Excellence Council.

Public Affairs Bureau

- Helps government communicate with Albertans by assigning staff to communications branches across government; develops communications for government's long-term strategic plans and priority initiatives; supports internal government communications and coordinates advertising, the corporate identity program and the province's branding campaign at home, across Canada and abroad.
- Provides Albertans with two-way access to government through central communications and information resources, including the Alberta government home page and a centralized online feedback and question service.
- Ensures effective and timely communications with Albertans during public emergencies.

VISION

We are recognized leaders in the delivery of sound public sector management and a centre of communications excellence.

MISSION

To ensure effective strategic planning and policy coordination across government and increase awareness of Alberta as a great place to live, work, visit and invest.

VALUES

Executive Council champions the Alberta Public Service vision and values.

Vision: Alberta's Public Service – proudly working together to build a stronger province for current and future generations.

Values:

- **Respect** – we foster an environment in which each individual is valued and heard.
- **Accountability** – we are responsible for our actions and for contributing to the effectiveness of the public service.
- **Integrity** – we behave ethically and are open, honest and fair.
- **Excellence** – we use innovation and continuous improvement to achieve excellence.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Executive Council is linked to Government of Alberta Strategic Business Plan Goal 4: *Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally*. The Ministry contributes to this goal by improving the accountability, transparency and governance of government agencies, boards and commissions and taking a coordinated approach to policy development and government communications.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Government of Alberta is recognized as a leader in strategic planning and policy development and for having an innovative public service which provides high quality policy analysis and advice to support elected officials. However, the environment in which policy making and strategic planning occur is becoming increasingly complex as issues that frequently extend across multiple sectors and jurisdictions require increased coordination. Executive Council staff support decision-makers and ministries by facilitating a collaborative approach for strategic planning and policy development across government. This provides an opportunity to enhance policy capacity and cross-ministry collaboration and to ensure consistency with overall government strategic direction. As the nature of government organization and service delivery continue to change and evolve, there is a need to review the structure and effectiveness of government agencies, boards and commissions. Executive Council will oversee the implementation of the recommendations from the Board Governance Review to improve governance, accountability and transparency of government agencies, boards and commissions.

The Premier's Council for Economic Strategy will provide advice to the Premier on economic strategies to ensure a high quality of life for Albertans and that Alberta is the best place to live, work, visit and invest.

The structure of the Public Affairs Bureau, with communications staff assigned to all government ministries, offers advantages and opportunities to coordinate government communications. The implementation of a strategic communications plan and corporate communications policy for the Government of Alberta, along with continued collaboration with the Policy Coordination Office, will enhance efforts to ensure that government communications with Albertans and government staff are as consistent, meaningful, coordinated and timely as possible. The result will be targeted and strategic two-way communications that allow government to assess public needs and expectations while ensuring that all Albertans enjoy easy access to information about their immediate priorities, government's long-term plans and programs and services. A coordinated branding campaign for the province will reinforce a positive view of Alberta as a great place to live, work, visit and invest.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

CREATING AND PROTECTING OUR OPPORTUNITIES

1. Strengthen agency governance **Linkage: Goal 1**	Implement the recommendations of the Board Governance Review to improve the transparency, accountability and governance of government agencies, boards and commissions.
2. Enhance policy capacity **Linkage: Goal 1**	Strengthen policy support to government and facilitate enhanced policy development capacity in the public service.
3. Establish an economic strategy council **Linkage: Goal 1**	The Premier's Council for Economic Strategy will provide advice to the Premier on economic strategies to ensure a high quality of life for Albertans and that Alberta is the best place to live, work, visit and invest.
4. Implement a strategic communications plan across government **Linkage: Goal 2**	Continue the implementation of the strategic communications plan, including regular reports to Albertans and redesign of the government website to enhance the quality and consistency of government communications and provide Albertans with easy access to government information and opportunities to provide feedback.
5. Develop an Alberta branding campaign **Linkage: Goal 2**	Develop and implement a campaign that ensures Alberta has a strong brand that reflects the province as a great place to live, work, visit and invest.
6. Implement the corporate communications policy for government **Linkage: Goal 2**	Communicate and implement the Government of Alberta communications policy across government. This policy clearly defines what Albertans can expect in terms of communicating with their government, and provides guidance to employees in developing and delivering programs.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Support strategic planning, policy development and decision-making for the Government of Alberta

GOAL ONE 1

Government policy and planning are coordinated and effective

What it means Decision-makers need comprehensive and coordinated policy and planning advice and analysis in order to make strategic decisions. Ministries need analytical and coordination support to ensure that initiatives align with government priorities. Achieving this goal ensures that decision-makers and ministries are provided with the appropriate context and support to meet overall government vision and goals.

Strategies

1.1 Support the identification and implementation of government priorities and report progress.

1.2 Provide advice and analysis to support policy development and ensure decision-makers have the best possible information on which to make decisions.

1.3 Coordinate policy development across government ensuring alignment with government priorities.

1.4 Coordinate the government strategic planning process and support the development of the Government of Alberta strategic business plan.

1.5 Strengthen policy support to government and facilitate enhanced policy development capacity in the public service.

1.6 Implement the recommendations from the Board Governance Review to improve the transparency, accountability and governance of government agencies, boards and commissions.

1.7 Organize and coordinate the planning, policy and decision-making processes of government.

1.8 Establish the Premier's Council for Economic Strategy to provide advice to the Premier on economic strategies to ensure a high quality of life for Albertans and that Alberta is the best place to live, work, visit and invest.

Performance Measure
Performance measure is under development.

Core Business Two: Help government ministries communicate at home, across Canada and abroad

GOAL TWO 2

Government communications is coordinated and effective

What it means The perception of Alberta at home and abroad has a profound impact on our success as a province. It affects exports to world markets, sways investment load, and influences our tourism and immigration draw.

Albertans want comprehensive, two-way communications about government programs and services that matter most to them. They also have a right to receive clear facts about the issues faced by the province so they can form their own opinions about how they want government to handle those issues.

Strategies

2.1 Continue implementation of a Government of Alberta strategic communications plan to enhance the quality, coordination and consistency of government communications and provide Albertans with improved avenues to access information and give feedback. Implementation includes the publishing of a regular *Report to Albertans*, the development of a long-term advertising plan, the migration of all government communications materials and websites to a common look and feel and the ongoing delivery of strategic and comprehensive communications support in all priority areas.

2.2 Develop a far-reaching, comprehensive, sustained communications strategy that will reflect the true Alberta brand through visuals, messages and actions that soundly resonate with Albertans, Canadians and the rest of the world.

2.3 Develop and implement a long-term research plan to improve coordination and practices related to public opinion research to help us know and understand how and where Albertans go for information.

2.4 Implement and communicate the corporate communications policy for the Government of Alberta to increase the transparency and understanding of communications practices in government that are responsive to the information needs of Albertans.

2.5 Identify and implement emerging web technologies to enhance communication with Albertans, including the use of e-newsletters, webcasts, podcasts and two-way conferencing.

2.6 Enhance the government's internal communications mechanisms to better align internal and external communications and provide more coordinated information resources for Government of Alberta staff.

2.7 Strengthen the government's emergency communications plans and preparedness to ensure that staff can effectively respond to any potential public emergencies.

2.8 Update key communications support functions to ensure efficient, effective delivery of information resources for Albertans, including implementing upgrades to the government news service and updating the government's advertising policy.

Performance Measures	**Last Actual (2006-07)**	**Target 2008-09**	**Target 2009-10**	**Target 2010-11**
2.a Public satisfaction with government communications	64%	75%	75%	75%
2.b Public satisfaction with the Government of Alberta Home Page	88%	90%	90%	90%
2.c Government client satisfaction with communications support and services received	88%	95%	95%	95%

Note:
Performance measures related to the communications strategy for external audiences to be developed.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Office of the Premier / Executive Council - Support strategic planning, policy development and decision-making for the Government of Alberta	7,972	8,887	9,087	10,054	10,420	10,642
Public Affairs Bureau - Help government ministries communicate at home, across Canada and abroad	13,592	14,198	14,573	20,026	25,557	25,935
MINISTRY EXPENSE	21,564	23,085	23,660	30,080	35,977	36,577

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Other Revenue	153	-	-	-	-	-
MINISTRY REVENUE	153	-	-	-	-	-
EXPENSE						
Program						
Office of the Premier / Executive Council	7,929	8,887	9,087	10,054	10,420	10,642
Public Affairs	13,486	14,198	14,573	20,026	25,557	25,935
Valuation Adjustments and Other Provisions	149	-	-	-	-	-
MINISTRY EXPENSE	21,564	23,085	23,660	30,080	35,977	36,577
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(21,411)	(23,085)	(23,660)	(30,080)	(35,977)	(36,577)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	153	-	-	-	-	-
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	153	-	-	-	-	-
Ministry Expense	21,564	23,085	23,660	30,080	35,977	36,577
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**21,564**	**23,085**	**23,660**	**30,080**	**35,977**	**36,577**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(21,411)	(23,085)	(23,660)	(30,080)	(35,977)	(36,577)

Finance and Enterprise

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Iris S. Evans

Iris Evans, *Minister of Finance and Enterprise*
April 4, 2008

THE MINISTRY

The Ministry of Finance and Enterprise includes the Department of Finance and Enterprise, Alberta Pensions Administration Corporation, Alberta Local Authorities Pension Plan Corporation, Alberta Securities Commission, Alberta Capital Finance Authority, ATB Financial, Alberta Investment Management Corporation (AIMCo), Alberta Insurance Council and the Credit Union Deposit Guarantee Corporation and their subsidiaries, as well as the following six regulated funds: Alberta Heritage Savings Trust Fund, Alberta Heritage Foundation for Medical Research Endowment Fund, Alberta Heritage Scholarship Fund, Alberta Heritage Science and Engineering Research Endowment Fund, and the Alberta Risk Management Fund. The Ministry of Finance and Enterprise also includes the activities of the following companies: N.A. Properties and Gainers Inc.

The Department of Finance and Enterprise has the following core areas/functions: Budget and Fiscal Planning; Treasury Management; Risk Management and Insurance; Tax and Revenue Administration; Financial Sector Regulation and Policy; Industry and Regional Development including the Alberta Economic Development Authority and the Northern Alberta Development Council; Regulatory Review Secretariat; and Corporate Support.

The Finance and Enterprise Business Plan incorporates all the entities reporting to the Minister into an integrated strategic plan that focuses on the key priorities for the Ministry. The plan does not include the day-to-day activities of the Ministry.

VISION

Financial and economic leadership that strengthens Alberta.

MISSION

Provide expert economic, financial and fiscal policy advice to government and effective tax and regulatory administration to enhance Alberta's present and future prosperity.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Goal 1: Alberta will have a prosperous economy

- Linked through:
    - The Alberta Heritage Science and Engineering Research Endowment Fund.
    - Economic and Regional Development – The Ministry will enhance the value-added activity, increase innovation, and improve the long run sustainability of Alberta's economy through developing and implementing policies, initiatives and tools to help Alberta businesses to improve their productivity and global competitiveness; through reducing the regulatory burden on business by reducing overlap, simplifying compliance requirements and revising or eliminating regulations; and also by introducing a 10 per cent tax credit to stimulate private sector Scientific Research and Experimental Development in Alberta.

Goal 4: Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally

- Linked through:
    - Sound Economic and Fiscal Policy – Finance and Enterprise will strengthen the Government of Alberta's long term fiscal position by phasing out health care premiums in 4 years or less and increasing support for Alberta families through increases to the caregiver, infirm dependent and the disability supplement non-refundable tax credit amounts and the Alberta Family Employment Tax Credit. The Ministry will review the principles and elements for the fiscal framework. Provide sound economic and fiscal advice through direct involvement in key sectoral strategies through assessing the implications of emerging cost pressures on government programs, and through the provision of policy advice on the fiscal and economic implications of demographic change on government programs.
    - Renewed Investment and Savings Policy – Implement renewed long-term investment and savings policy. This strategy will ensure that all Albertans, including future generations, benefit from Alberta's strong fiscal position.

Goal 5: Albertans will be healthy

- Linked through:
    - The Alberta Heritage Foundation for Medical Research Endowment Fund and the Alberta Cancer Prevention Legacy Fund.

Goal 7: Alberta will be a safe place to live, work and raise families

- Linked through:
    - Strong Pension and Financial Sector Standards – Work with the government of British Columbia and other stakeholders on the application of the Trade, Investment and Labour Mobility Agreement (TILMA) to private sector pensions, insurance and financial institutions.
    - An effective and efficient securities regulation system – Work with other Canadian jurisdictions to develop and implement an effective and efficient securities regulatory system standardized across Canada that meets the needs of Alberta's businesses and investors.

Goal 9: Alberta will have strong and effective municipalities and self-reliant Aboriginal communities

- Linked through:
  - The Alberta Capital Finance Authority providing local authorities in the province with flexible funding for capital projects at the lowest possible cost.
  - The Ministry supports economic and northern development initiatives to help regional and northern communities to be self-reliant.

Government of Alberta Priority

Finance and Enterprise will work with other ministries to *enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry has identified the following opportunities and challenges that could influence the ability to achieve the business plan goals.

Fiscal Sustainability

- Fiscal sustainability requires that spending growth not exceed underlying revenue growth over time. Underlying revenue trends can be obscured by temporary swings in resource revenues which can complicate the evaluation of long-run program affordability.

Growth/Cost Pressures

- The current investment boom in the energy sector has been a major factor behind Alberta's strong economic performance in recent years. Even though the economy as a whole may be doing well, Albertans want to be sure growth is sustainable, quality of life is assured and that all parts of the province benefit from prosperity now and in the future. While the large number of Canadians from other provinces migrating to Alberta has helped ease labour shortages, it has also created pressures for the housing market and government services. Capacity constraints have led to rapid cost escalation, and have put increased pressure on government spending. Further, there are a number of challenges faced by both northern and regional communities in areas such as transportation, cyclical economic patterns, limited access to local services, and reduced economic and social opportunities. In addition, Alberta may no longer be a competitive business location for some business and industry sectors due to a tight labour market and rising costs, and there is a growing awareness about the need to balance economic and environmental sustainability.

- Alberta strives for a diverse and productive economy that is responsive to change and able to adjust and prosper in any economic condition. Promoting collaboration and innovation to build on Alberta's existing resource strengths, while developing and supporting a knowledge-based economy is essential to driving Alberta's economic engine forward.

Taxation

- Significant revenue from natural resources has enabled Alberta to have a competitive, low tax structure. Alberta has a smaller number of tax sources than is common in other jurisdictions, which increases the Province's revenue risk. There continues to be requests that Alberta provide more tax incentives.

- As corporate profitability increases due to high commodity prices and Alberta's economic growth, the risk of aggressive tax planning increases. Tax avoidance schemes in Canada that reduce or eliminate provincial taxes have led to an environment in which Alberta's tax revenues may be eroded.

Investments

- Capital markets have a direct impact on the income of the government's investment funds and market performance can vary significantly from year to year. Good governance and access to a wide range of investment opportunities can strengthen investment performance but cannot insulate the Province from volatile financial markets.

Pensions

- The low interest rate environment and an aging population with longer life expectancies will continue to put pressure on pension funds. Pension funding rules must establish the right balance between stable funding requirements and benefit security for members.

- The early retirement provisions in the public sector pension plans may encourage early retirement at a time when there is a shortage of workers in Alberta.

- The Trade, Investment and Labour Mobility Agreement (TILMA) with British Columbia provides the opportunity and impetus to ensure that the regulatory treatment of pension plans is harmonized between the two provinces, and has the potential to serve as a model for further Canadian harmonization.

Insurance and Financial Sector Regulation

- Legal challenges to insurance legislation may have an impact on the stability of the automobile insurance system.
- Alberta will continue to participate in inter-provincial initiatives to increase regulatory efficiency and maintain an appropriate balance between investor protection and a firm's ability to raise capital.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

BUILDING OUR QUALITY OF LIFE

1. Sound economic and fiscal policy

Linkage: Goals 1 and 2

The Ministry will strengthen the Government of Alberta's long term fiscal position.

- Review the principles and elements for the fiscal framework.
- Work with other ministries to provide sound economic and fiscal policy advice through:
  - Direct involvement in key sectoral strategies such as climate change strategies;
  - Assessing the implications of emerging cost pressures on government fiscal sustainability; and
  - Providing policy advice on the fiscal and economic implications of demographic change on government programs.
- Phase out health care premiums in 4 years or less.
- Increase support for Alberta families through increases to the caregiver, infirm dependent and the disability supplement non-refundable tax credit amounts and the Alberta Family Employment Tax Credit.

CREATING AND PROTECTING OUR OPPORTUNITIES

2. Economic and regional development **Linkage: Goals 3 and 10**	Enhance value-added activity, increase innovation, and improve the long run sustainability of Alberta's economy. • Develop and implement policies, initiatives and tools to help Alberta businesses to improve their productivity and global competitiveness; • Reduce the regulatory burden on business by reducing overlap, simplifying compliance requirements and revising or eliminating regulations; and • Introduce a 10 per cent tax credit to stimulate private sector scientific research and experimental development in Alberta.
3. Renewed investment and savings policy **Linkage: Goal 4**	• As part of strengthening the Government of Alberta's long-term fiscal position the Ministry will implement a renewed long-term investment and savings policy. This policy will ensure that all Albertans, including future generations, benefit from Alberta's strong fiscal position.
4. Strong private sector pension standards laws **Linkage: Goal 6**	• Working with stakeholders and the British Columbia government, review the legislation governing private sector pension plans to ensure effective, competitive regulation of pensions.
5. An effective and efficient securities regulation system **Linkage: Goal 8**	• Work with other Canadian jurisdictions to develop and implement an effective and efficient securities regulatory system standardized across Canada that meets the needs of Alberta's businesses and investors.
6. An affordable, efficient and fair insurance system **Linkage: Goal 6**	• Engage stakeholders in monitoring the Alberta auto insurance system as the implications of the constitutional challenge unfold, and modernize the legislative framework for insurance contracts in cooperation with the British Columbia Government.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Fiscal Planning and Economic Analysis

GOAL ONE 1

Strong and sustainable government finances

What it means Sound fiscal planning and prudent economic and revenue forecasting are required to meet today's priorities and sustain essential programs and services over the longer term. The legislated fiscal framework supports sound fiscal planning to help deal with revenue volatility and to maintain balanced budgets.

The Ministry provides economic and fiscal forecasts, develops fiscal policy options and coordinates and prepares the annual budget and quarterly budget updates to Albertans on the Government of Alberta's financial position.

Strategies

1.1 Review surplus management policy with emphasis on the savings component.

1.2 Review the principles and elements of the fiscal framework in the context of Alberta's present and future needs.

1.3 Examine options on pre-budget consultation processes.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Alberta's credit rating (blended credit rating for domestic debt)	AAA	AAA	AAA	AAA

Performance Measure Under Development:
Sustainable operating spending growth (operating spending relative to population plus CPI). The targets for 2008-09; 2009-10; and 2010-11 respectively are: Growth in operating spending less than in 2007-08; Growth in operating spending less than in 2008-09; and Operating spending growth equal to or less than population plus CPI growth.

GOAL TWO 2 Sound tax and economic policy

What it means The tax system must be fair and promote self-reliance. The system must also be competitive with those in other provinces and countries in order to attract investment and skilled workers to Alberta. The government's policy of low overall tax rates promotes strong economic growth. Alberta has the lowest personal and corporate taxes of all provinces with a low single-rate personal income tax, low corporate tax rates and the lowest tax on gasoline. Alberta is the only province without a capital tax, general payroll or retail sales tax.

Alberta has an export-oriented economy that is affected by the vagaries of global markets (commodities and financial) and global trends. Finance and Enterprise provides the government's macro economic forecast and works with other ministries to ensure that the government's economic policy framework supports sustainable long-run growth that enhances the well-being of Albertans. The ministry analyzes the implications of various developments on Alberta's economic performance and helps other ministries to assess the economic and fiscal implications of alternative policy options.

Strategies

2.1 Continue to review, and investigate options to improve, the competitiveness, economic efficiency, fairness and revenue stability of Alberta's tax system.

2.2 Assess the implications for government policy of cost and other economic trends in Alberta, and evaluate fiscal and economic implications of demographic trends in Alberta.

2.3 Phase out health care premiums in 4 years or less.

2.4 Increase support for Alberta families through increases to the caregiver, infirm dependent and the disability supplement non-refundable tax credit amounts and the Alberta Family Employment Tax Credit.

2.5 Work with other ministries to provide economic and fiscal policy advice for key sectoral strategies such as climate change strategies.

2.6 Together with the Ministry of Solicitor General and Public Security, review provincial liquor markup policy to ensure consistency with overall government revenue policies.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Provincial tax load for a family of four	Lowest in Canada	Lowest in Canada	Lowest in Canada	Lowest in Canada
2.b Provincial tax load on businesses	Lowest in Canada	Lowest in Canada	Lowest in Canada	Lowest in Canada

Core Business Two: Tax and Revenue Management

GOAL THREE 3

Revenue programs are administered fairly, efficiently and effectively

What it means The Ministry of Finance and Enterprise designs tax and revenue programs, collects revenue owing to the province, administers tax and revenue laws, makes payments of refunds and rebates, and provides information to stakeholders, taxpayers and claimants.

The design and administration of Alberta tax and revenue programs contribute to a fair and competitive tax environment in Alberta and in Canada. Collecting revenue fairly means that all taxpayers and claimants are treated equally under the law and with respect; efficiently means obtaining measurable value for money spent; and effectiveness means to increase revenues by improving self-compliance.

Strategies

3.1 Implement and administer a 10 per cent tax credit to stimulate private sector scientific research and experimental development in Alberta and attract related investment to Alberta.

3.2 Advance electronic commerce for Alberta's tax programs.

3.3 Implement regulations and programs to manage assets from unclaimed personal property and property vested in the Crown.

3.4 Implement a risk management framework to assess and mitigate areas where there is a high risk of non-compliance in Alberta's tax programs (e.g., corporate tax avoidance or illicit tobacco trade).

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Ratio of amounts added to net revenue to costs of administration (as a measure of efficiency)[1]	15:1	12:1	12:1	12:1
3.b Percentage of revenue obtained through self-compliance (as a measure of effectiveness)[2]	93%	92%	92%	92%

Notes:

1 The Tax and Revenue Administration Division recovers tax revenues that otherwise may be lost through a combination of audit activities, collection of overdue accounts, and the revision of returns and claims. This measure is calculated by dividing the total additional revenue obtained because of these efforts by Tax and Revenue Administration's operating budget. A declining target is a result of increased compliance.

2 Voluntary compliance means that taxpayers accurately complete and submit their tax information. This measure is calculated by dividing the tax revenue obtained as a result of voluntary compliance by total tax revenue. Improved information and expanded audit coverage has improved self-compliance.

Core Business Three: Investment, Treasury and Risk Management

GOAL FOUR 4 Sound financial management and investment policy

What it means Under the *Financial Administration Act* the Ministry of Finance and Enterprise provides leadership to other ministries with respect to sound financial management and decision making.

The Ministry is responsible for the investment of the Alberta Heritage Savings Trust Fund (AHSTF), endowment funds and other government funds. The Finance and Enterprise department establishes investment policies for these funds. The Department also provides oversight of the Alberta Investment Management Corporation (AIMCo), established to implement the investment policies of the AHSTF, other government endowment and investment funds and public sector pension plans.

AIMCo is the fifth largest public sector investment manager in the country and the largest in Alberta. The investment operation provides investment products and advice for government endowments, public sector pension plan boards and various other clients.

The Ministry is also responsible for the province's cash management, including short-term borrowing and investing, management of banking arrangements, and short and long-term financing for the government and provincial corporations.

Strategies

4.1 Through AIMCo, implement strategies to achieve optimal investment performance.

4.2 Implement a new investment and savings policy.

4.3 Review, and update as required, the investment policy statements for all government endowment funds to continue to reflect government objectives and industry best practices.

4.4 Provide leadership in cash and debt management by:

- Exploring new technologies to enhance efficiencies to ensure cash flows are managed optimally;
- Minimizing cost for provincial government and provincial corporations through efficient borrowing programs; and
- Providing financial expertise in the development and negotiation of Public Private Partnerships (P3s) transactions.

4.5 Develop strategies to fund the pre-1992 liabilities of the Teachers' Pension Plan.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
4.a Five-year annualized market value rate of return of the selected asset mix (policy benchmark) of the Alberta Heritage Savings Trust Fund will be compared against the Consumer Price Index (CPI) plus 4.5%[1,2]	Target was exceeded by 3.7%	Equal to or better than the Consumer Price Index plus 4.5%	Equal to or better than the Consumer Price Index plus 4.5%	Equal to or better than the Consumer Price Index plus 4.5%
4.b Five-year weighted average market value rate of return for endowment funds compared against the weighted average policy asset mix rate of return (benchmark) for those funds[1,3]	Benchmark was exceeded for all funds	Benchmark plus 75 basis points[4]	Benchmark plus 100 basis points	Benchmark plus 100 basis points
4.c Five-year weighted average market value rate of return for public sector pension funds compared against the weighted average policy asset mix rate of return (benchmark) for those funds[1,3]	Six of eight pension funds exceeded the target	Benchmark plus 75 basis points	Benchmark plus 100 basis points	Benchmark plus 100 basis points

Notes:

1 Targets reflect the average of the five year's targets ending in the target year. The performance measure target is based on how many years the new measure is in use until it builds up over time to five years. Measuring for performance measure 4.a started in 2004-05; for 4.b in 2005-06; and for 4.c in 2006-07.

2 This measure is used to determine whether the long-term investment policy is achieving the returns expected based on long-term capital market assumptions.

3 This measure is used to determine the impact of AIMCo active fund management on performance.

4 A basis point is 1/100 of a per cent.

GOAL FIVE 5

Effective leadership in risk management

What it means

The Ministry serves all government ministries and agencies as well as other bodies identified under the *Financial Administration Act* by providing leadership in identifying, measuring, controlling and financing risk of accidental loss. Risk management strategies provide awareness, improve public safety and reduce costs to government in the long-term.

The Alberta Risk Management Fund operates under the authority of the *Financial Administration Act*. The Fund facilitates the provision of risk management services to ministries by assuming the risk of liability, property and other losses.

Strategies

5.1 Collaborate with ministries to identify and manage risk, including risk associated with Public Private Partnerships (P3s).

5.2 Promote comprehensive risk awareness throughout government.

5.3 Participate in cross-government discussions on the impact of potential major risk events.

5.4 Provide sustainable funding for liability exposure and loss of public assets.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
5.a Client satisfaction with the services provided by the Risk Management and Insurance Division (survey issued every 2 years)	86%[1]	80%	Biennial Survey	80%
5.b Government of Alberta employee risk awareness (survey issued every 3 years)	70% (2005-06)	Meet or exceed 70%	Triennial Survey	Triennial Survey

Note:

[1] The 2006-07 survey result is unaudited.

Core Business Four: Financial Sector and Pensions

GOAL SIX 6

Effective regulation of private sector pension, insurance and financial products and services

What it means Albertans need to know the financial services and products they receive are secure. The Ministry of Finance and Enterprise helps to reduce risks relating to these products by regulating private sector pension plans, the insurance industry, credit unions, and loan and trust corporations in Alberta.

The Ministry monitors the financial marketplace and develops rules and regulations that govern credit unions, loan and trust corporations, the insurance industry and pension plans. These rules and regulations facilitate services to deposit holders, policyholders, pension plan members and trust beneficiaries while maintaining a competitive environment in which companies can operate.

Strategies

6.1 Develop and update policies and procedures to:

- regulate and supervise registered private-sector pension plans, the insurance industry, loan and trust corporations and the province's credit union system; and
- monitor and provide oversight and policy input to provincial agents that report to the Minister of Finance and Enterprise.

6.2 Introduce legislation and regulatory provisions, developed in coordination with the British Columbia government, that will provide a modern framework for insurance contracts, strengthen consumer protection and address issues identified by consumers and other stakeholders.

6.3 Continue to work with stakeholders and other Canadian jurisdictions, where appropriate, to harmonize and strengthen private sector pension regulation, insurance and financial legislation and regulatory processes.

6.4 Work with the government of British Columbia and other stakeholders on the application of the Trade, Investment and Labour Mobility Agreement (TILMA) to private sector pensions, insurance and financial institutions.

6.5 As the implications of the constitutional challenge unfold, seek to maintain a balance between fair compensation for injured Albertans, affordable premiums for all Albertans and stability of the Alberta auto insurance system.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
6.a Percentage of private sector pension plans that meet minimum funding standards[1]	98%	99%	99%	99%

Note:

1 Current service cost and any required deficit payments within the timelines set by legislation.

GOAL SEVEN 7 Accessible financial services for Albertans and local authorities

What it means Alberta's dynamic economy and entrepreneurial spirit requires readily accessible and technologically advanced financial services and products. In addition to private sector financial institutions, the Alberta Treasury Branches (ATB Financial) and the Alberta Capital Finance Authority (ACFA) make financial services and products available to Albertans and local authorities.

ATB Financial is a full-service financial institution, with the largest branch network in the province. It provides financial services to individuals, businesses and the agriculture sectors across Alberta.

Alberta Capital Finance Authority provides financing for capital projects to a variety of local authorities including municipalities, health authorities, school boards, post-secondary institutions and airport authorities throughout the province.

Strategies

7.1 ATB Financial will continue to operate on sound financial institution and business principles with the objective of earning a fair return on financial services offered across Alberta.

7.2 Where business powers are the same, ensure that the legislative and regulatory framework under which ATB Financial operates is comparable to that for other financial institutions.

7.3 Provide local authorities with flexible funding for capital projects at the lowest possible cost while maintaining the viability of the ACFA.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
7.a ATB Financial return on average assets	1.44%	1.14%	1.21%	1.25%
7.b Cost to Alberta local authorities of borrowing from ACFA compared to other municipality/aggregating agencies for a comparable loan	Met (in all cases compared)	Lowest of comparable cases	Lowest of comparable cases	Lowest of comparable cases

GOAL EIGHT 8 An effective and efficient securities regulatory system

What it means An effective, efficient and streamlined securities regulatory system is vitally important to investor protection, and vibrant and competitive national and local capital markets. It inspires investor confidence and supports competitiveness, innovation and growth in the economy.

The Ministry of Finance and Enterprise delivers this through a crown agent, the Alberta Securities Commission (ASC). The ASC is responsible for maintaining the efficiency and integrity of the capital market in Alberta through the administration of the *Securities Act*.

Strategies

8.1 Actively promote and lead the development and implementation of an inter-provincial/territorial securities regulatory system that is streamlined, simple, effective and efficient.

8.2 Lead the development of highly harmonized securities legislation, simplified where appropriate, that builds on existing law and could be adopted across Canada.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
8.a Inter-provincial/territorial securities regulatory system	Amendments passed to enable Phase 2 of the Passport System	Phase 2 of the Passport System Implemented	Other provincial/ territorial harmonization and streamlining initiatives	Other provincial/ territorial harmonization and streamlining initiatives
8.b Highly harmonized securities law (includes highly harmonized rules, regulation and legislation)	Continuation of development and enactment of highly harmonized securities laws			

GOAL NINE 9

Sustainable public sector pension plans in Alberta

What it means Finance and Enterprise provides policy support to government as trustee and sponsor of several public sector pension plans. The Ministry is responsible for Alberta's Public Sector Pension Plans including the Local Authorities Pension Plan, the Special Forces Pension Plan, the Public Service Pension Plan and the Management Employees Pension Plan. Pension boards are responsible for setting investment policies for their funds and for monitoring performance within defined objectives and constraints.[1]

As part of negotiations during 2007-08, the government and the Alberta Teacher's Association (ATA) agreed that the government would assume all of the pre-1992 pension liability for the Teachers' Pension Plan. Finance and Enterprise will be responsible for managing this liability and will work with Education to implement the changes.

Alberta Pensions Administration Corporation provides administrative services for public sector pension boards, employers, members and pensioners of seven different pension plans and two retirement plans. Alberta Local Authorities Pension Plan (LAPP) Corporation provides strategic guidance and support to the Local Authorities Pension Plan Board.

The Ministry also provides advice in relation to Alberta's role as one of the joint stewards of the Canada Pension Plan. Alberta takes part in a triennial review of the Canada Pension Plan.

Strategies

9.1 Work with public sector boards and stakeholders and lead the implementation of an improved governance structure that will strengthen public sector pension plans.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
9.a Improved pension plan governance	Governance documents are in place	Governance review complete	Recommendations from review implemented	Fully implemented

Note:

1 Link to Goal 4: Sound management of financial assets and liabilities for current and future generations of Albertans.

Core Business Five: Enterprise

GOAL TEN

10

Alberta has a competitive and sustainable economy

What it means Finance and Enterprise helps set the long-term strategic direction for Alberta's economic development, and works to maintain a positive climate for attracting investment for both within and outside Alberta. The Ministry works with the Alberta Economic Development Authority, Northern Alberta Development Council, industry sectors, businesses, communities and the Regional Economic Development Alliances to make Alberta globally attractive and competitive. The Ministry promotes initiatives that improve company and investment competitiveness, innovation and productivity.

Through the Regulatory Review Secretariat, Finance and Enterprise is contributing to sustainable economic growth by working to improve the province's regulatory environment.

Strategies

10.1 Support the development of a new economic strategy for Alberta that will set a vision to ensure the global competitiveness of Alberta industries throughout the province.

10.2 Develop and implement policies, initiatives and tools to help Alberta businesses to improve their productivity and global competitiveness.

10.3 Develop policies and encourage activities to maximize the value of Alberta's non-renewable and renewable resources, build market presence of the province's industry sectors, and support a sustainable, diversified and knowledge-based economy.

10.4 Support informed industry decision-making by generating business and economic information and analysis as well as developing, publishing and distributing information products and resources.

10.5 With input from the Alberta Economic Development Authority, Northern Alberta Development Council, and other advisory bodies, set key directions where targeted actions and strategies can enhance the economic growth and global competitiveness of Alberta industry.

10.6 Reduce the regulatory burden on business and improve overall economic competitiveness through consulting with stakeholders from across the province and other ministries.

10.7 Oversee the process of ongoing regulatory review to simplify and streamline regulations to maintain a competitive advantage while protecting public health and safety, and the environment.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
10.a Real Gross Domestic Product of manufacturing and business and commercial services[1]				
• Billions	$33.0 billion	$35.7 billion	$37.1 billion	$38.6 billion
• Per cent change from previous year	7.9% (2006)	4.0%	4.0%	4.0%

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
10.b Manufacturing and service industry investment: the value of new capital expenditures on construction and machinery and equipment in Alberta's manufacturing and services industry				
• Billions	$16.9 billion	$19.4 billion	$20.8 billion	$22.2 billion
• Per cent change from previous year	14.3% (2006)	7.0%	7.0%	7.0%

Note:

1 The targets are based on an annual percent change. The targets are calculated by multiplying the unrounded targets from the previous year. In November 2007, all real Gross Domestic Product (GDP) estimates were revised by Statistics Canada with the base year changing from 1997 to 2002. Statistics Canada typically changes the base year for real GDP estimates every five years and this leads to revisions in the real GDP dollar values.

GOAL ELEVEN

11

Alberta has strong and vibrant regions and communities

What it means Vibrant and sustainable regional communities with increased economic and social capacity contribute to a prosperous Alberta. Finance and Enterprise collaborates with other ministries and regions to strengthen regional economic development throughout the province. The Ministry also helps Alberta communities and Regional Economic Development Alliances identify investment opportunities and promote sustainable growth. The Northern Alberta Development Council focuses on northern Alberta's unique opportunities and challenges by developing strategies to advance sustainable northern development.

Strategies

11.1 Facilitate regional economic development and community capacity building by supporting Regional Economic Development Alliances with other government departments and other economic development organizations and partnerships.

11.2 Partner with other jurisdictions, communities, business, and industry on initiatives to promote northern and regional development.

11.3 Engage northern stakeholders to identify and address northern socio-economic priorities and increase the awareness of significant issues facing the north as well as promote northern development opportunities to all Albertans.

11.4 Assist Albertans with the development and expansion of small and medium sized Alberta businesses across the province through service delivery organizations such as The Business Link and Aboriginal organizations.

Performance Measures		Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
11.a	Number of communities participating in Regional Economic Development Alliances and partnerships[1]	261[2]	265	265	265
11.b	Percentage of Regional Economic Development Alliances board members satisfied with support received to help address regional economic development priorities in Alberta	91%	90%	90%	90%

Note:

1 While there are 360 communities in Alberta, not all communities wish to participate in a Regional Economic Development Alliance.

2 Revised from the 2006-07 Employment, Immigration and Industry Annual Report.

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Fiscal Planning and Economic Analysis	3,647	6,762	4,813	5,294	5,714	5,939
Tax and Revenue Management	45,398	56,394	53,777	56,897	58,982	59,636
Investment, Treasury and Risk Management	457,418	460,982	450,830	488,382	476,201	479,542
Financial Sector and Pensions	580,856	627,437	650,843	730,700	762,691	782,380
Enterprise	17,548	29,756	23,280	38,152	54,737	55,374
MINISTRY EXPENSE	1,104,867	1,181,331	1,183,543	1,319,425	1,358,325	1,382,871

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	390,820	91,373	207,067	62,288	73,968	92,421
Personal and Corporate Income Taxes	11,228,217	10,443,928	12,735,940	12,388,353	12,624,606	13,191,109
Other Taxes	1,820,795	1,919,109	1,946,375	2,002,450	2,060,497	2,119,911
Transfers from Government of Canada	4,180	4,180	4,181	20,040	35,900	35,900
Investment Income	2,952,752	2,426,894	2,329,550	1,821,943	2,349,296	2,410,188
Premiums, Fees and Licences	44,891	46,303	52,946	53,191	54,606	57,533
Net Income from Commercial Operations	281,664	267,986	181,210	269,825	286,411	310,508
Other Revenue	64,279	70,377	66,193	87,545	92,659	95,899
MINISTRY REVENUE	16,787,598	15,270,150	17,523,462	16,705,635	17,577,943	18,313,469
EXPENSE						
Program						
Fiscal Planning and Economic Analysis	3,136	6,171	4,252	4,708	5,102	5,302
Tax and Revenue Management	42,692	51,645	49,217	52,129	54,047	54,547
Investment, Treasury and Risk Management	246,772	238,437	238,460	290,974	302,926	310,545
Financial Sector and Pensions	427,646	444,955	450,401	486,919	508,875	519,531
Enterprise	16,270	28,278	21,877	36,687	53,206	53,782
Teachers' Pre-1992 Pensions	152,528	181,694	199,694	243,000	253,000	262,000
Ministry Support Services	8,520	9,853	9,354	9,819	10,256	10,662
Valuation Adjustments and Other Provisions	(532)	1,005	1,005	1,005	1,005	1,005
Total Program Expense*	897,032	962,038	974,260	1,125,241	1,188,417	1,217,374
Debt Servicing Costs						
Department Voted	38,036	31,293	31,283	25,184	19,908	15,497
Department Statutory	169,799	188,000	178,000	169,000	150,000	150,000
Ministry Debt Servicing Costs	207,835	219,293	209,283	194,184	169,908	165,497
MINISTRY EXPENSE	1,104,867	1,181,331	1,183,543	1,319,425	1,358,325	1,382,871
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	15,682,731	14,088,819	16,339,919	15,386,210	16,219,618	16,930,598

* Subject to the *Fiscal Responsibility Act*. Expense includes cash payments towards unfunded pension liabilities, which will be eliminated under a separate, legislated plan. Expense excludes annual changes in unfunded pension obligations, which are a non-cash expense and which do not affect borrowing requirements. Pursuant to the agreement with the Alberta Teachers Association, the Alberta government will assume responsibility for the teachers' share of the pre-1992 unfunded pension obligations, estimated at $2.215 billion. This amount is reported in 2007-08, when responsibility for pre-1992 teachers' pensions was transferred to Finance and Enterprise. Annual increases in the Finance and Enterprise's unfunded obligations for its pension plans (including the teachers' pre-1992 plan) are estimated to be:

135,212	102,175	2,451,000	176,000	213,000	224,000

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	16,787,598	15,270,150	17,523,462	16,705,635	17,577,943	18,313,469
Inter-ministry consolidation adjustments	(502,526)	(172,620)	(284,977)	(144,441)	(168,566)	(195,157)
Consolidated Revenue	16,285,072	15,097,530	17,238,485	16,561,194	17,409,377	18,118,312
Ministry Program Expense	897,032	962,038	974,260	1,125,241	1,188,417	1,217,374
Inter-ministry consolidation adjustments	(98,201)	(106,636)	(107,846)	(121,718)	(125,036)	(127,251)
Consolidated Program Expense	**798,831**	**855,402**	**866,414**	**1,003,523**	**1,063,381**	**1,090,123**
Ministry Debt Servicing Costs	207,835	219,293	209,283	194,184	169,908	165,497
Inter-ministry consolidation adjustments	(60,598)	(65,449)	(60,591)	(66,262)	(75,776)	(82,464)
Consolidated Debt Servicing Costs	147,237	153,844	148,692	127,922	94,132	83,033
Consolidated Expense	946,068	1,009,246	1,015,106	1,131,445	1,157,513	1,173,156
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	15,339,004	14,088,284	16,223,379	15,429,749	16,251,864	16,945,156

Health and Wellness

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Ron Liepert

Ron Liepert, *Minister of Health and Wellness*
April 4, 2008

THE MINISTRY

The Ministry of Health and Wellness consists of the Department of Health and Wellness and the Alberta Alcohol and Drug Abuse Commission (AADAC). This business plan sets out the strategic direction, proposed changes, enhancements and activities for both components of the Ministry in the three years ahead. The Ministry business plan guides department operational plans. The Ministry business plan serves as a framework for the development of three-year health plans and one-year business plans by Alberta's nine regional health authorities and the Health Quality Council of Alberta and multi-year performance agreements by the Alberta Cancer Board and the Alberta Mental Health Board.

Financial information is consolidated in the attached Ministry Statement of Operations. A summary of progress on this business plan will be reported in the Health and Wellness 2008-09 Annual Report. A more detailed description of Alberta's health system can be found on the Ministry's website: **www.health.alberta.ca.**

VISION

Healthy Albertans in a Healthy Alberta.

MISSION

Build a high-performing, effective and accountable health system.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Health and Wellness business plan links to the Government of Alberta Strategic Business Plan through:
Goal 5: Albertans will be healthy

Government of Alberta Priorities
The Ministry will take a lead role in achieving the government priority to *increase access to quality health care and improve the efficiency and effectiveness of health care service delivery*. Health and Wellness will also work with Justice on the government priority to *promote strong and vibrant communities and reduce crime so Albertans feel safe.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Quality and Safety – The concept of quality in health care has many dimensions. They include accessibility, appropriateness, acceptability, efficiency, effectiveness and safety. Ensuring patient safety is the first priority of a high quality health care system and requires close collaboration among government, health care professionals and provider organizations. Health care workers at every level make decisions on a daily basis that affect patient safety. We need to foster a culture of safety through system change, teamwork, openness, patient involvement, sound governance and accountability.

Healthy People in Healthy Communities – Health is comprised of physical, mental, emotional, social and spiritual dimensions. There is a growing realization that good health depends on the efforts and commitment of individuals, families, entire communities and society as a whole. Alberta's children and youth, the frail elderly and vulnerable persons with chronic disease, physical disabilities, mental health needs or addictions require community support to achieve and maintain optimum health. Government has a leadership role in working with health professions, health authorities, communities, industry and all sectors of the economy in addressing the social, behavioral and environmental factors that influence individual and population health. It is easier to prevent health problems or minimize the complications from chronic diseases, than to treat them once they emerge. By involving everyone in prevention and early detection, we can reduce the burden of illness and the cost of care and treatment. This is the key to health system sustainability and cost containment.

Sustainability of the Publicly Funded Health System – Alberta's publicly funded health system has grown steadily over the last fifty years. The range of services and benefits covered by the system and the rate of cost escalation jeopardize the continued viability and affordability of the system. The Ministry's budget now represents more than one third of all provincial program spending. As new health care needs and expectations emerge the cost of meeting them threatens the ability of the province to address and fund its other obligations and priorities. In the health system context, sustainability is about finding the right balance between the needs of Albertans and our funding capacity. However we describe it, there is no question that long term sustainability is a major challenge of Alberta's publicly funded health system.

Governance and Accountability – Alberta's health system is governed by the Minister of Health and Wellness and members of health authority boards. Governance means setting clear direction and ensuring that health organizations live up to their mandate and obligations. Sound governance mechanisms are essential for health system accountability and for the system to operate within its financial limits while meeting the needs of Albertans.

A strong, broad-based accountability and reporting structure for publicly funded health service organizations enables the coordination of efforts, transparent reporting and tangible progress in meeting the needs of Albertans.

Productivity and Efficiency – Albertans are entitled to receive the best value for money possible from their health system. There is an obligation on the part of health system governors, managers, service providers and the public to maximize efficiency and productivity in the way services are organized and delivered. As new technologies and innovations become available, the challenge is to make sure that they do not duplicate services and become add-on costs, but are used to substitute for outdated, less efficient services and procedures. The most important resource in the health system is people. By allowing health service providers to work in more flexible ways and use their skills and training to the fullest, it is possible to enhance both productivity and job satisfaction.

Rapid Growth – Albertans place great value on their health system and expect it to be able to change and respond quickly to new needs and priorities. The province is now faced with the inevitable challenges that come with our current economic growth and prosperity. They include increased demand for services, workforce shortages, rapidly escalating housing costs and the need to increase the capacity of schools, health facilities and general infrastructure. All Alberta communities are affected, particularly those in the north, such as Fort McMurray and Grande Prairie. Meeting these challenges will require the combined efforts of government ministries, municipalities, health service providers, industry and non-government organizations.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

BUILDING OUR QUALITY OF LIFE

1. **Promote healthy and vibrant communities to help Albertans stay healthy and well**

   Linkage: Goals 3 and 4

   As members of society, our first job is to keep ourselves well and prevent disease and injury, so that each one of us can reach our full potential. Life-long health is important to all Albertans. The role of government and of business and community leaders is to reduce barriers and encourage people to take the best possible care of their own health and that of their families and communities. A healthy population requires fewer health services and is the best way of ensuring a sustainable health system. Albertans have a strong belief in individual responsibility and in the importance of building healthy and supportive communities. Communities are at the heart of Alberta's economic and social fabric and provide the impetus for continued growth, prosperity and well-being.

2. **Enhance primary health care through a "whole person" approach**

   Linkage: Goals 2 and 5

   For most people, primary health care serves as the initial point of contact with health service providers. Primary health care workers provide basic health services such as treatment for common illnesses, health promotion, disease prevention and chronic disease management. They also connect Albertans with more specialized care. Primary health care requires innovative, multi-disciplinary teams, new incentives and compensation methods. New primary health care models take a "whole person" approach and address both physical and mental health needs. The emphasis is on achieving life-long health and providing effective treatment for episodic health conditions. Primary health care focuses on early detection, prevention, chronic disease management and education about the factors that affect health and minimize complications of chronic diseases. Through better information people will be able to prevent disease and the complications of diseases and maintain good health.

3. Increase the number of treatment beds for drug addictions and mental health services

Linkage:
Goals 3 and 4

A positive state of health and well-being is more than just the absence of disease. A person's complete emotional, mental and spiritual health is a critical part of the equation. A well functioning health system must have the capacity to identify, prevent and treat mental disorders so that those affected can lead normal, productive and rewarding lives. In the same way, society must be prepared to respond in a timely manner and provide effective treatment and rehabilitation to those affected by substance abuse and addictions. Alberta's health system needs to be able to offer treatment beds and a variety of other options for helping these individuals understand their illness, deal with their condition and to live normal and productive lives.

4. Strengthen the governance and accountability framework with all health providers

Linkage:
Goals 1, 2 and 5

Albertans expect government to establish and improve mechanisms for ensuring the appropriate governance and accountability of all health service providers, ranging from individual care givers to large corporate entities. The public has the right to feel confident in the care they receive and in the way those services are organized, managed and delivered. Albertans expect government to work with health service providers and regulatory bodies to ensure that standards are constantly reviewed and updated, that performance is measured, monitored and reported, that safeguards are in place to anticipate, prevent and learn from errors and adverse events and that all health service organizations are governed and managed in accordance with high standards of accountability, ethical integrity, transparency, professionalism, efficiency and financial stewardship.

5. Ensure the safety and quality of health services

Linkage:
Goals 5 and 6

Albertans count on the health system to provide safe, quality health services. Ultimately all health services are provided by the people who make up our health workforce. The health workforce does not only consist of doctors and nurses; it encompasses a great variety of professional disciplines and direct and indirect service providers, not to mention many kinds of administrative and support personnel. Operational systems, personal commitment and an organizational culture that places the safety and well-being of patients at the centre are needed. Health system leaders must not only do their utmost to prevent the risk of potential harm, they must be prepared to learn and apply valuable lessons whenever adverse events do occur. The continuing development of versatile and responsive information systems will facilitate access to accurate and timely patient information at the point of care. Clinical and health system leaders must continuously monitor and review safety related data and information. Important lessons learned from ongoing quality and safety reviews can be used to improve care and achieve the best health outcomes for everyone.

6. Implement a new pharmaceutical strategy

Linkage:
Goals 2 and 5

Pharmaceuticals are a critical component of health care. A new pharmaceutical strategy is needed to ensure that Albertans have access to sustainable government drug coverage. The pharmaceutical strategy will challenge the 'old way' of doing business and will allow for new approaches to improve patient outcomes, achieve equity and fairness, and implement needed cost controls.

7. **Improve the health care delivery model to ensure the roles, responsibilities and structures in the system support the most efficient delivery of services**

Linkage:
Goals 1, 2, 3, 4 and 5

The long-term sustainability of the health system depends on its ability to (a) sustain the health of the population and (b) enhance efficiency, cost-effectiveness and value for money. In such a large and complex system, efficiency and productivity gains can only be achieved through continuous improvement in the way services are funded, organized and delivered. The key to effective service delivery is to have a versatile and well-trained health workforce.

8. **Ensure Alberta has the health care professionals we need to meet future demand**

Linkage:
Goals 1 and 2

Alberta's Health Workforce Strategy will enhance the availability and sustainability of the health workforce. It includes new initiatives to increase Alberta's ability to train, recruit and retain health professionals in all disciplines. It will encourage health professionals to work to the full capacity of their knowledge, expertise and training and support them through safe and healthy workplaces. The recruitment of internationally trained health workers is an important part of this strategy. In addition, the mobility of health workers will be enhanced through the Trade, Investment and Labour Mobility Agreement (TILMA) between Alberta and British Columbia.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Lead and direct the health system

GOAL ONE

Effective governance and an accountable health system

What it means The public expects high standards of integrity and transparency in corporate governance and business operations, and regular reporting on the achievement of planned goals and targets. Improved performance in the health system depends on sound governance and management, and effective mechanisms for ensuring accountability and stewardship. The Ministry sets policy, provides direction to health authorities, funds health authorities and agencies and holds them accountable.

Strategies

1.1 Implement an overarching provincial health and wellness service optimization plan that includes a focus on wellness and a stronger linkage to environmental and community factors that affect health.

1.2 Assess and renew health authority and agency boards and strengthen their governance and leadership.

1.3 Assess and strengthen the performance, financial management, cost control and reporting structures of health authorities and other accountable organizations.

1.4 Implement health workforce plans, in collaboration with stakeholders, to address service provider retention, recruitment, education, competency and compensation.

1.5 Renew the legislative framework of the health system and ensure alignment with provincial policy direction and new service delivery models.

1.6 Encourage the development and implementation of regional capital plans and land-use plans that support the integration of future health facilities in community settings in alignment with provincial health and wellness service plans.

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Public rating of health system overall: percentage responding "excellent" or "good"[1]	55% (2007)	70%	70%	70%
1.b Health program spending by the Ministry of Health and Wellness as a percentage of total provincial government program expenditures[2]	37% (2006-07)	38%	38%	38%
1.c Average of all health authorities' annual operating surplus (deficit) as a per cent of total health authorities revenue[3]	0.7% (2006-07)	0%	0%	0%

Notes:

1 Albertans are in a good position to rate the health system overall from their perspective. Several factors may contribute to their judgments about service quality including timeliness, competence, safety, health outcomes and communication between the patient and provider.

2 This proportion shows the relative size of the health sector in the provincial budget. Total provincial government program expenditures do not include debt-servicing charges. Health expenditures as a proportion of total expenditures have been increasing slowly but steadily in Alberta and across Canada.

3 This measure shows the effectiveness of health authorities in managing their operating budgets. The measure is an average of annual operating surplus/deficit of all health authorities.

GOAL TWO

2

Health system sustainability

What it means Improving the efficiency of health system services and operations contributes to long-term sustainability. The Ministry's role is to challenge the old way of doing things and adopt new strategies to improve health system productivity and achieve greater value for money.

Strategies

2.1 Further develop primary health care models to increase the utilization of the full range of health care providers and improve care through better monitoring of patient and practice trends.

2.2 Increase the Ministry's capacity to measure, monitor and report costs through the Value for Money Strategy.

2.3 Improve the efficiency and effectiveness of the Alberta Health Care Insurance Plan in serving the needs of Albertans.

2.4 Implement a new pharmaceutical strategy to improve the management and access to sustainable drug coverage and protection from catastrophic drug costs.

2.5 Implement strategies that respond to short and long term pressures from rapid and sustained oil sands development.

2.6 Create a consistent, cooperative and beneficial labour relations environment for health care workers in Alberta.

2.7 Support a wider distribution and uptake of health information systems, technologies and business applications.

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Public expenditures per capita on prescribed drugs (dollars)[1]	289 (2006)	332	356	380
2.b Number of health workforce practitioners per 100,000 population[2]				
(1) Family physicians	94.9 (2006-07)	99	100	102
(2) Specialist Physicians	96.9 (2006-07)	101	102	103
(3) Nurses	1,121 (2006-07)	1,169	1,182	1,197
2.c Number of care providers accessing Alberta Netcare (EHR)[3]	22,918 (2006)	24,000	25,000	27,000
2.d Percentage of Albertans who are aware of Health Link Alberta[4]	67% (2007)	70%	73%	75%
Percentage of Albertans who have used Health Link Alberta	37% (2007)	40%	42%	45%

Notes:

1 Public expenditures on prescribed drugs include provincial, federal and Workers' Compensation Board (WCB) spending. Many interrelated factors influence drug expenditures. In addition to market driven price fluctuations, these factors include the volume of drug use and the entry of new drugs into the marketplace (typically at higher prices). The Last Actual value for this measure is a forecast (source data Canadian Institute for Health Information – CIHI) and may be revised.

2 Increasing the health workforce with a balanced proportion of practitioners and the population that they serve, helps to increase the quality of services (e.g., reduce wait times and improve access to services). The nurse category includes registered nurses, licensed practical nurses and registered psychiatric nurses. The family physicians group includes family physicians and general practitioners. The specialist physicians group includes all specialist physicians other than family or general practitioners.

3 Netcare is a clinical health information network that works to implement a provincial Electronic Health Record (EHR) system. Netcare and the EHR system link community physicians, pharmacists, hospitals and other authorized health care professionals across the province. It lets these health care practitioners see and update health information such as a patient's allergies, prescriptions and lab tests. As more providers access the system, more consistent care and improved treatment decisions will result.

4 Health Link Alberta is a 24 hour a day, seven day a week service which provides Albertans with access to general health and health services information from a registered nurse.

Core Business Two: Mobilize people and partners to improve wellness

GOAL THREE 3 Healthy people in healthy communities

What it means The health of Albertans is affected by lifestyle behaviours, employment status, education, environment, early childhood development and genetic factors. The actions and choices that people make in their daily lives and the decisions made by business leaders, industries and communities play a large role in creating a healthy society. The Ministry will form broad-based alliances and partnerships with community agencies, industry, other ministries and health service providers to build healthy communities and to support healthy choices.

Strategies

3.1 Provide Albertans with current health information, and pursue the creation of tax incentives for investing in their own health and making healthy lifestyle choices.

3.2 Work with regional health authorities to ensure they have the public health capacity to address the root causes of ill health and undertake a dialogue with Albertans on creating healthy communities.

3.3 Address the needs of Alberta's children and youth and vulnerable persons with chronic disease, physical disabilities and mental health concerns in collaboration with other ministries.

3.4 Promote wellness and childhood resiliency and align with multi-sectoral initiatives that help Albertans and their communities to be healthy.

3.5 Work with other government departments and agencies on strategies and policies for enhancing human health and safety and for reducing the risk of disease and injury.

3.6 Put Alberta at the forefront of cancer prevention, screening and research through the use of funding from the Alberta Cancer Prevention Legacy Fund.

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Percentage of Albertans reporting they are in "excellent", "very good" or "good" health[1]				
(1) 18 to 64 years	87% (2007)	90%	90%	90%
(2) 65 years and older	78% (2007)	80%	80%	80%
3.b Percentage of Albertans age 18 and over with an "acceptable" body mass index (BMIs 18.5 to 24.9)[2]	46% (2005)	49%	51%	53%
3.c Number of new diabetes cases per 1000 population[3]				
(1) General population	4.8 (2006)	4.3	4.3	4.2
(2) First Nations population	8.9 (2006)	8.7	8.7	8.6

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
3.d Mortality rate (per 100,000 population) for land transport incidents[4]	13.8 (2006)	12.0	12.0	11.5
3.e Percentage of women age 50 to 69 receiving screening mammography every two years[5]	53% (2005)	58%	62%	65%
3.f Percentage who have received the recommended annual influenza vaccine[6]				
(1) Seniors	62% (2007)	75%	75%	77%
(2) Children 6 to 24 months	52% (2007)	75%	75%	75%

Notes:

1 Self-reported health status is a good indicator of the health and well-being of Albertans. How people rate their own health is affected by a variety of factors such as: chronic disease, disability, temporary illness, and mental health.

2 An acceptable body mass index (BMI) falls in the normal weight range. There are four categories of BMI ranges in the Canadian weight classification system. They are: underweight (BMIs less than 18.5); normal weight (BMIs 18.5 to 24.9); overweight (BMIs 25 to 29.9); and obese (BMI 30 and over). Most adults with a high BMI (overweight or obese) have a high percentage of body fat. Extra body fat is associated with increased risk of health problems such as diabetes, heart disease, high blood pressure and some cancers.

3 Chronic diseases such as cancer and diabetes are leading causes of death in Alberta, and a drain on our health care resources. The most common chronic diseases are linked by a few risk factors: unhealthy diets, lack of exercise, tobacco use and substance abuse. If we can make healthier choices we can move closer to the vision of healthy Albertans in a healthy Alberta.

4 It is important to raise awareness of the significant burden of motor vehicle collisions on society and to remind Albertans of the need to reduce the factors that cause them. Along with Infrastructure and Transportation and the RCMP, the Ministry funds and supports the work of the Alberta Occupant Restraint Program through the Alberta Centre for Injury Control and Research.

5 Education and screening improves the outcomes of breast cancer among women from 50 to 69 years of age. The screening rate is an appropriate indicator of the effectiveness of the health system to detect breast cancer as soon as possible. The provincial/territorial benchmark is 100 per cent for eligible women every two years. The measure only includes screening mammograms; it excludes mammograms for other reasons such as diagnosis.

6 Influenza has a significant seasonal impact on the health of Albertans and tends to be most severe among children 6 to 24 months of age, older Albertans, residents of long-term care facilities and those with certain chronic conditions. Illness and death from influenza is more likely in these populations, which affects acute care hospitals and emergency departments.

GOAL FOUR 4

Reduce harm from alcohol, other drug and gambling problems

What it means The harm associated with alcohol, other drugs and gambling can be considerable and long lasting for individuals, families and communities. Albertans recognize that there are significant and rising costs associated with addiction and that effective intervention requires comprehensive and collaborative action. The Alberta Alcohol and Drug Abuse Commission (AADAC) offers treatment, prevention and information services that assist Albertans with alcohol, other drug and gambling problems. AADAC programs and services engage individuals, families and communities as a whole and target specific groups such as youth. Through consistent application and sustained support these programs benefit all Albertans by reducing the harm associated with substance use and gambling.

Strategies

4.1 Continue to develop and deliver collaborative services for groups with special needs such as pregnant women and people with concurrent mental health issues.

4.2 Improve services based on the province-wide review of addiction services and in response to amendments to the *Protection of Children Abusing Drugs Act*.

4.3 Enhance the delivery of prevention programs targeted at youth and young adults affected by alcohol, tobacco, other drugs and gambling.

4.4 Increase the engagement of government, community stakeholders and employers in initiatives to prevent and reduce the harm associated with substance use and gambling.

4.5 Improve service delivery for adults and youth and support parents and families as key stakeholders in contributing to healthier outcomes for Albertans.

Performance Measures		Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
4.a	Percentage of clients who are satisfied with treatment services	95% (2006-07)	95%	95%	95%
4.b	Percentage of clients reporting they were improved following treatment[1]	90% (2006-07)	93%	93%	93%
4.c	Prevalence of smoking among Alberta youth[2]	11% (2005)	10%	10%	10%
4.d	Prevalence of regular, heavy drinking among young Albertans[3]	31% (2005)	30%	30%	30%
4.e	Percentage of adult Albertans who are aware of AADAC services	88% (2006-07)	90%	90%	90%
4.f	Percentage of women who are aware that alcohol use during pregnancy can lead to life long disabilities in a child	98% (2006-07)	99%	99%	99%

Notes:

1 AADAC clients reporting they were abstinent or had reduced their level of substance use or gambling following treatment.

2 Albertans 12 to 19 reporting daily or occasional smoking during the previous year.

3 Albertans 15 to 29 reporting consumption of five or more alcoholic drinks, 12 or more times in the previous year.

Core Business Three: Monitor and manage health system performance and risks

GOAL FIVE 5

Health service quality and innovation

What it means Albertans expect their health system to be capable of providing health services when they are needed and that those services will meet or exceed recognized standards of quality and safety. The Ministry continuously monitors compliance with accepted standards and performance targets. The Ministry also promotes the adoption of improved practice norms, and technological and scientific advances. Progress in achieving system-wide improvement requires clear goals and the active engagement of health system leaders and stakeholders.

Strategies

5.1 Improve access to primary health care and multidisciplinary teams in rural and urban Alberta, particularly in the area of maternity care.

5.2 Promote innovative service delivery and compensation models, including disease management and outcome-based approaches, and encourage providers to work to their full scopes of practice.

5.3 Improve the integration and coordination of specialized health services, including organ donation and transplantation, for enhanced service quality and accessibility.

5.4 Achieve provincial/territorial benchmarks for improving service accessibility and position Alberta's interests at the forefront of federal-provincial-territorial initiatives.

5.5 Implement continuing care service standards and develop alternative financing approaches which will provide Albertans more options and choices for "aging-in-place."

5.6 Establish standards and provide leadership in integrating emergency medical services with primary health care and ambulance services.

Performance Measure	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
5.a Wait time for:[1]				
(1) Heart surgery (CABG)[2]	13 weeks (March 2007)	6 weeks	6 weeks	6 weeks
(2) Cataract surgery	40.1 weeks (March 2007)	16 weeks	16 weeks	16 weeks
(3) Hip fracture repair surgery	48 hours (March 2006)	48 hours	48 hours	48 hours
(4) Hip replacement surgery	40.1 weeks (March 2007)	26 weeks	26 weeks	26 weeks
(5) Knee replacement surgery	49.7 weeks (March 2007)	26 weeks	26 weeks	26 weeks
(6) Children's mental health	12 weeks (2004-05)	11 weeks	10 weeks	9 weeks

Performance Measures Under Development:
Per cent of diabetic patients with HbA1c in normal range; and
Radiation therapy wait times for breast and prostate cancer

Notes:

1 Providing reasonable access to needed health service is a major objective and a defining attribute of the publicly funded health system. Longer waits affect health status and quality of life and result in more costly health services. Albertans requiring emergency surgery are not placed on wait lists. Targets are set for the 90th percentile as it best represents the actual waiting experience of Albertans requiring these services. 90th percentile means 90 per cent of patients waited that long or less. Targets for wait times are based on the provincial/territorial benchmarks, except for children's mental health.

2 Wait times for Coronary Artery Bypass Graft surgery includes clinical acuity levels I and II combined.

GOAL SIX

Public confidence

What it means The Ministry is responsible for assuring the public that their health will be protected and that their health needs will be met in an appropriate and safe manner. The Ministry develops emergency preparedness and response plans to deal with disease outbreaks and other public health threats. Risk management, patient safety and quality improvement are intrinsically linked. The Ministry must ensure that the right systems, protocols, standards and incentives are in place for the delivery of safe health services.

Strategies

6.1 Protect Albertans against public health threats by strengthening the health system's capacity to prevent, prepare for and respond to risks.

6.2 Improve processes for identifying, reporting, monitoring and preventing adverse events and reducing risks to patient safety.

6.3 Implement infection prevention and control strategies and standards to reduce infections acquired in health facilities or in the community.

6.4 Implement an enterprise risk management process for the health system to strengthen the Ministry's role in assuring that planned results are achieved and that risks and barriers are anticipated and managed.

6.5 Ensure the quality and security of health data and information while enhancing appropriate access to data for administration and research.

Performance Measure	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
6.a 30 day heart attack survival rate for patients treated in hospital (three year average)[1]	91.8% (2006)	92%	92%	92%

Performance Measures Under Development:
Surgical site infection rate;
Methicillin-resistant staphylococcus aureus (MRSA) infection rate;
Clostridium difficile associated disease; and
Adult intensive care unit ventilator associated pneumonia rate (per 1,000 ventilator days).

Notes:

1 The 30-day survival rate for heart attacks is an appropriate measure of the quality of health care the system provides in hospitals.

ENTERPRISE RISK MANAGEMENT

The Ministry has implemented the Enterprise Risk Management Framework developed by the Government of Alberta. An assessment of the significant strategic risks that may prevent the Ministry from fully achieving its business plan goals has been completed. Each goal in this business plan is subject to various kinds of risk. The strategies in the business plan pertaining to each goal have been chosen for the purpose of achieving important outcomes while minimizing risk. Although the majority of risks can be reduced to tolerable levels through these strategies, there are three important residual risks that the Ministry's initial assessment suggests will continue to be of concern. They include:

- Ability to manage and improve the performance of the health system may be reduced due to rapidly escalating costs.
- Ability to meet rising and changing demands for health services and technologies may be adversely affected as a result of accelerated economic and population growth.
- Ability to recruit and retain the health workforce needed to meet business goals and service levels may be compromised due to system-wide shortages.

The process for addressing each risk will seek to reduce the impact of the risk and identify opportunities for improved service and health outcomes. The effectiveness of risk management measures will be monitored on a continuing basis and adjustments will be made as necessary and appropriate.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Lead and Direct the Health System	10,257,342	11,649,697	11,692,875	12,783,619	13,457,876	13,871,528
Mobilize People and Partners to Improve Wellness	258,911	278,549	299,197	290,527	300,071	302,221
Monitor and Manage Health System Performance and Risks	189,326	143,337	133,327	155,891	145,130	114,153
MINISTRY EXPENSE	10,705,579	12,071,583	12,125,399	13,230,037	13,903,077	14,287,902

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	387,803	304,497	304,497	285,495	428,494	430,644
Transfers from Government of Canada:						
Canada Health Transfer	1,449,757	1,701,759	1,227,579	1,496,886	1,634,884	1,794,395
Wait Times Reduction	121,335	121,889	121,889	61,222	26,888	27,172
Other Health Transfers	19,417	4,709	5,821	46,092	45,948	13,950
Investment Income	23,856	16,388	33,361	30,888	32,888	35,888
Premiums, Fees and Licences	952,734	944,588	1,009,087	779,778	27,728	28,128
Other Revenue	108,440	103,318	118,319	124,758	108,079	93,054
MINISTRY REVENUE	3,063,342	3,197,148	2,820,553	2,825,119	2,304,909	2,423,231
EXPENSE						
Program						
Health Authority Services	6,035,766	6,585,919	6,589,378	7,112,081	7,559,345	8,011,692
Mental Health Innovation	24,440	25,000	25,000	25,000	25,000	25,000
Total Health Authority Services	6,060,206	6,610,919	6,614,378	7,137,081	7,584,345	8,036,692
Physician Services	2,049,485	2,432,188	2,400,088	2,509,224	2,617,881	2,726,511
Supplementary Health Benefits	622,295	732,010	728,951	748,851	805,574	866,818
Allied Health Services	77,501	93,234	93,234	98,126	108,075	118,905
Protection, Promotion and Prevention	125,852	167,363	185,763	157,549	159,745	159,775
Human Tissue and Blood Services	131,160	135,000	135,000	142,000	149,000	149,000
Provincial Programs	409,348	367,148	375,925	743,711	1,023,360	1,134,761
Addiction Prevention and Treatment Services	92,644	96,461	98,679	104,121	112,120	114,270
Ministry Support Services	147,875	182,092	180,296	178,901	181,632	186,862
Health Information Systems	155,455	104,093	104,093	107,607	96,446	96,409
Infrastructure Support	760,089	1,084,712	1,142,629	1,235,503	1,031,862	672,899
Cancer Research and Prevention Investment	25,000	25,000	25,000	25,000	25,000	25,000
Health Care Insurance Premium Revenue Write-Offs	46,437	41,363	41,363	42,363	8,037	-
Valuation Adjustments and Other Provisions	2,232	-	-	-	-	-
MINISTRY EXPENSE	10,705,579	12,071,583	12,125,399	13,230,037	13,903,077	14,287,902
Gain (Loss) on Disposal and Write Down of Capital Assets	(9)	-	-	-	-	-
NET OPERATING RESULT	(7,642,246)	(8,874,435)	(9,304,846)	(10,404,918)	(11,598,168)	(11,864,671)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	3,063,342	3,197,148	2,820,553	2,825,119	2,304,909	2,423,231
Inter-ministry consolidation adjustments	(387,803)	(304,497)	(304,497)	(285,495)	(428,494)	(430,644)
Consolidated Revenue	2,675,539	2,892,651	2,516,056	2,539,624	1,876,415	1,992,587
Ministry Expense	10,705,579	12,071,583	12,125,399	13,230,037	13,903,077	14,287,902
Inter-ministry consolidation adjustments	(168)	(200)	(168)	(200)	(200)	(200)
Consolidated Expense	**10,705,411**	**12,071,383**	**12,125,231**	**13,229,837**	**13,902,877**	**14,287,702**
Gain (Loss) on Disposal and Write Down of Capital Assets	(9)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(8,029,881)	(9,178,732)	(9,609,175)	(10,690,213)	(12,026,462)	(12,295,115)

CAPITAL INVESTMENT BY CORE BUSINESS

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Lead and Direct the Health System	3,724	13,000	13,000	8,900	8,900	8,900
Mobilize People and Partners to Improve Wellness	32,495	31,778	31,778	40,278	40,278	40,278
Monitor and Manage Health System Performance and Risks	10,411	29,143	29,143	21,100	21,100	21,100
MINISTRY CAPITAL INVESTMENT	46,630	73,921	73,921	70,278	70,278	70,278

CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Protection, Promotion and Prevention	31,846	31,600	31,600	40,100	40,100	40,100
Addiction Prevention and Treatment Services	649	178	178	178	178	178
Ministry Support Services	912	4,100	4,100	-	-	-
Health Information Systems	13,223	38,043	38,043	30,000	30,000	30,000
MINISTRY CAPITAL INVESTMENT	46,630	73,921	73,921	70,278	70,278	70,278

Housing and Urban Affairs

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Yvonne Fritz

Yvonne Fritz, *Minister of Housing and Urban Affairs*
April 3, 2008

THE MINISTRY

Housing and Urban Affairs delivers capital funding and program initiatives to assist lower-income Albertans in meeting their housing needs and to ensure affordable housing is available to Albertans. The Ministry also delivers programs and services to assist the homeless with safe shelter options and identifies and responds to emerging urban issues. The Ministry includes the Department of Housing and Urban Affairs and the Alberta Social Housing Corporation. The Alberta Social Housing Corporation is an entity of the Crown established under the authority of the *Alberta Housing Act.* The Corporation operates as an administrative entity for holding housing assets and administering housing programs.

VISION

Housing solutions and supports for safe, healthy and vibrant communities.

MISSION

Contribute to the inclusion, well being, and independence of lower-income Albertans through safe, sustainable and affordable housing, and assist urban communities in addressing their unique needs.

VALUES

Housing and Urban Affairs is guided by the following Alberta Public Service Values:

Respect – we foster an environment in which each individual is valued and heard.

Accountability – we are responsible for our actions and for contributing to the effectiveness of the public service.

Integrity – we behave ethically and are open, honest and fair.

Excellence – we use innovation and continuous improvement to achieve excellence.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The following goals in the three-year Government of Alberta Business Plan are supported: Goal 6 – *Albertans will be independent and our children will be well cared for* and Goal 9 – *Alberta will have strong and effective municipalities and self-reliant Aboriginal communities.*

Government of Alberta Priority

Housing and Urban Affairs works with other ministries to achieve the Government of Alberta priority:

- *Promote strong and vibrant communities and reduce crime so Albertans feel safe.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Alberta municipalities and communities continue to face growth, capacity and sustainability challenges. There continues to be ongoing pressure on the availability of affordable housing and growing numbers of homeless, in addition to urban municipalities facing unique issues or circumstances. Three opportunities and challenges have been identified.

Housing Pressures

In-migration and immigration to the province continues to be strong, creating more demand on the housing sector. The number of growing communities experiencing housing pressures has increased and now encompasses both rural and urban municipalities. Rental rates are higher, while vacancy rates remain at historic lows in many of the larger communities. The supply of new housing continues to focus on ownership as opposed to rentals, and more rental buildings are being sold as condominiums. Lower-income Albertans whose incomes have stayed relatively flat during this period of economic growth, are finding it harder to pay for suitable accommodation.

The province will continue to support communities to help address their distinct housing needs through capital funding and initiatives.

Homelessness

Alberta faces a significant homelessness challenge. To address this challenge and break the cycle of homelessness, the Minister established the Alberta Secretariat for Action on Homelessness which will develop a provincial 10-year plan to address homelessness.

The Secretariat will work closely with urban municipalities to support them in the development of their regional homelessness strategies, using the best practices that have worked in other jurisdictions.

There has been a shift in housing program funding to support outreach services for the homeless through pilot programs. For example Pathways to Housing's Hospital Discharge Program in Calgary assists chronically homeless people who are discharged from the hospital system. Another pilot program is the Canadian Mental Health Association's Housing Outreach Program in Lethbridge. This program uses a team-based approach, including case management, to provide outreach services like mental health and addiction assistance. Alberta will continue to work towards housing solutions coupled with the necessary supports for the vulnerable homeless population.

Urban Affairs

Alberta has experienced a rapid pace of economic growth that has led to increased population growth from in-migration and immigration. In turn, housing pressures have increased, followed by increasing demand in other public services and infrastructure. These problems are particularly acute in major urban centres.

The lack of affordable housing and significant rental increases in the large urban centres are contributing factors that make it difficult to fill the growing gaps in the workforce and seriously impacts people who are employed in lower paying jobs. The large urban centres are finding it a challenge to provide the services and infrastructure required to meet the community needs associated with this growth. The Ministry of Housing and Urban Affairs will work closely with other provincial government departments and urban municipalities to ensure the unique needs of urban centres are identified and addressed.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to important ongoing core activities of the Ministry.

BUILDING OUR QUALITY OF LIFE

1. **Affordable Housing Units**

   Linkage: Goal 1

The Ministry will respond to the increasing needs of Albertans for affordable housing through the development of 11,000 affordable housing units by 2012. Available resources will be targeted to address increased housing pressures for affordable and aboriginal off-reserve housing. The Ministry will work with public and private stakeholders to develop innovative solutions to providing affordable housing and support services.

The approved recommendations from the Alberta Affordable Housing Task Force Report will be implemented through cross-ministry collaboration.

Housing priorities identified by the Oil Sands Ministerial Strategy Committee and the Oil Sands Sustainable Development Secretariat will be implemented to help address immediate and longer-term housing pressures in Fort McMurray.

2. **Addressing Homelessness**

   Linkage: Goal 2

   The Ministry has established the Alberta Secretariat for Action on Homelessness to develop the provincial 10-year plan to address homelessness.

   The Secretariat's 10-year Provincial Strategic Plan to Address Homelessness will outline a comprehensive, coordinated and sustainable approach to solve this serious social issue. The provincial plan will outline strategies for addressing the root causes of homelessness and will include measureable goals and objectives to ensure that progress is made.

3. **Public Land for Affordable Housing**

   Linkage: Goal 1

   The Ministry will work with other provincial government departments to make suitable additional public land available for affordable housing purposes.

4. **Rent Supplement Program and Homeless and Eviction Prevention Fund**

   Linkage: Goal 1

   The Ministry will help Albertans stay in their homes through programs like the Direct Rent Supplement Program and the Homeless and Eviction Prevention Fund. It will continue to deliver programs to assist Albertans in obtaining and retaining suitable, safe accommodation.

5. **Address emerging urban issues**

   Linkage: Goal 3

   The Ministry will work closely with other provincial government departments and urban municipalities to identify and address the unique needs of large urban centres. Examples of these needs may include affordable housing, social services and public infrastructure.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Provide a range of housing options and supports for lower-income Albertans

GOAL ONE

Albertans have access to a range of housing options and effectively managed housing programs that are focused on those most in need

What it means

Lower-income Albertans, at different stages of their lives, may have difficulty meeting their housing needs. The Ministry funds a range of housing options targeted to families, individuals, seniors and persons with disabilities to help people with lower incomes establish and maintain independent living situations.

Housing supports are provided to almost 105,000 Albertans through a variety of programs that range from basic shelter space to subsidized rent in provincially and privately owned buildings, and through a significant increase in the creation of new housing units. The Ministry will ensure housing programs are responsive to Alberta's economy and individual and family needs Ongoing monitoring of the province's affordable housing situation and implementation of proactive and timely solutions are priorities.

Strategies

1.1 Implement the approved longer-term recommendations as identified by the Alberta Affordable Housing Task Force Report focusing on the acute shortage of affordable and accessible housing across Alberta. Attention will be focused on providing funding to address housing priorities in high-growth communities, such as the creation of new units, secondary suites, transitional housing and rent supplement units, or the purchase or renovation of existing units. There will also be a focus on better integration of planning and policy, including a consistent definition of affordable housing for provincial programs, and developing a coordinated approach for the provision of services to the homeless, through the development of a comprehensive housing strategy.

1.2 Support innovative housing partnerships and solutions, including the promotion of best practices, through collaboration between municipalities and/or the public and private sector to increase the number of affordable housing units in Alberta.

1.3 Monitor the effectiveness of the new Direct Rent Supplement Program that provides funding directly to qualified Alberta households to increase their ability to afford suitable housing.

1.4 Actively work in partnership with housing operators to ensure housing programs continue to meet the changing needs of tenants who are served in over 40,000 housing units.

1.5 Focus available resources to maintain the provincially owned and supported housing portfolio of approximately 25,600 units.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Number of affordable housing units developed with support from provincial funding	628	2,200	2,200	2,350

Performance Measure Under Development:
Percentage of applicants on the family housing wait list determined to be in critical need who are housed in 60 working days or less.

Core Business Two: Homelessness and Transitional Housing

GOAL TWO

2 Homeless Albertans have access to emergency shelters and transitional housing

What it means Data indicates that homeless populations are increasing across the province. For example, in the larger urban centres conducting homeless surveys, there was an average increase of 29 per cent in the number of homeless people between 2004 and 2006. As a result, there is an ongoing need for emergency and transitional shelters and an increased need for shelter spaces in the winter months, to ensure the health and safety of homeless Albertans.

Strategies

2.1 Continue to address and meet the need for emergency shelter.

2.2 Explore effective service delivery models in collaboration with other ministries to support the move of individuals from shelters to transitional housing as they move toward self-sufficiency.

2.3 Support additional transitional facilities by increasing funding to address the transition from homelessness to more stable housing solutions.

2.4 Support the Alberta Secretariat for Action on Homelessness with developing a 10-year plan to address homelessness.

Performance Measure Under Development:
Number of households accessing new transitional housing units.

Core Business Three: Identify and address unique issues affecting urban municipalities

GOAL THREE 3 Growth pressures faced by urban municipalities are effectively managed by focusing on sustainable solutions

What it means Through partnership, cooperation, leadership and coordination, the Ministry will support Alberta's urban communities by addressing pressures related to economic growth faced by urban areas including access to safe and secure housing, public infrastructure, crime prevention, social services and other important services.

Strategies

3.1 Work with urban municipalities to identify the unique pressures they are experiencing due to high levels of growth.

3.2 Liaise with other Government of Alberta ministries to address these unique urban needs.

3.3 Coordinate cross-ministry innovative initiatives to address urban centre issues as a result of growth pressures.

3.4 Ensure ongoing access to and the timely release of suitable land for the purpose of developing more affordable housing in high-growth municipalities.

Performance Measures:
The Ministry is newly established and is in the process of developing performance measures that indicate progress made toward meeting this goal.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2006-07	2007-08	2007-08	2008-09	2009-10	2010-11
	Actual	Budget	Forecast	Estimate	Target	Target
Housing Options and Supports for Lower-income Albertans	254,486	324,372	443,489	495,691	462,648	461,440
Homelessness and Transitional Housing	42,692	33,809	84,486	96,800	98,800	98,800
Urban Affairs	1,309	1,508	1,622	2,276	2,353	2,433
MINISTRY EXPENSE	298,487	359,689	529,597	594,767	563,801	562,673

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2006-07	2007-08	2007-08	2008-09	2009-10	2010-11
	Actual	Budget	Forecast	Estimate	Target	Target
REVENUE						
Transfers from Government of Canada	125,006	105,399	106,899	100,474	74,236	74,206
Investment Income	4,337	3,150	6,150	7,060	7,555	8,050
Premiums, Fees and Licences	-	105	5	5	5	5
Other Revenue	6,054	65	2,351	165	165	155
MINISTRY REVENUE	135,397	108,719	115,405	107,704	81,961	82,416
EXPENSE						
Program						
Ministry Support Services	2,438	3,023	3,373	4,480	4,687	4,653
Housing Services	191,117	287,526	457,166	521,748	491,923	492,266
Policy and Urban Affairs	1,309	1,508	1,622	2,276	2,353	2,433
Alberta Social Housing Corporation - Housing Portfolio	44,349	45,897	45,625	45,868	45,868	45,868
Valuation Adjustments and Other Provisions	54	-	76	-	-	-
Program Expense	239,267	337,954	507,862	574,372	544,831	545,220
Debt Servicing Costs						
Alberta Social Housing Corporation	59,220	21,735	21,735	20,395	18,970	17,453
MINISTRY EXPENSE	298,487	359,689	529,597	594,767	563,801	562,673
Gain (Loss) on Disposal of Capital Assets	18,181	13,254	20,039	16,686	12,024	12,172
NET OPERATING RESULT	(144,909)	(237,716)	(394,153)	(470,377)	(469,816)	(468,085)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	135,397	108,719	115,405	107,704	81,961	82,416
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	135,397	108,719	115,405	107,704	81,961	82,416
Ministry Program Expense	239,267	337,954	507,862	574,372	544,831	545,220
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**239,267**	**337,954**	**507,862**	**574,372**	**544,831**	**545,220**
Ministry Debt Servicing Costs	59,220	21,735	21,735	20,395	18,970	17,453
Inter-ministry consolidation adjustments	(36,227)	-	-	-	-	-
Consolidated Debt Servicing Costs	22,993	21,735	21,735	20,395	18,970	17,453
Consolidated Expense	262,260	359,689	529,597	594,767	563,801	562,673
Gain (Loss) on Disposal of Capital Assets	18,181	13,254	20,039	16,686	12,024	12,172
CONSOLIDATED NET OPERATING RESULT	(108,682)	(237,716)	(394,153)	(470,377)	(469,816)	(468,085)

Infrastructure

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Jack Hayden, *Minister of Infrastructure*
April 3, 2008

THE MINISTRY

The Ministry provides leadership in planning, designing and constructing innovative and environmentally friendly public facilities for a changing and growing province. The Ministry works with partners and stakeholders to support the provision of health, learning, and other public infrastructure. In doing so, it provides professional and technical expertise on capital planning, design, construction, procurement, costing, project management and facility evaluation and preservation. The Ministry maintains and preserves government-owned properties, and provides accommodation and realty services to all government departments, including space planning and leasing as well as the acquiring and disposing of property. In carrying out its responsibilities, the Ministry provides government with expertise to achieve the Leadership in Energy and Environmental Design (LEED) designation for public buildings. The Ministry also manages the Edmonton and Calgary Transportation and Utility Corridors and the Swan Hills Treatment Centre, and administers the Natural Gas Rebate Program.

VISION

Innovative, high quality, and well designed public infrastructure for Albertans.

MISSION

Through leadership, expertise, and collaboration with our partners, we support the provision of public infrastructure that contributes to the province's prosperity and quality of life.

VALUES

The Ministry's values define how we treat our clients, stakeholders, partners, the public and each other, as we proudly work together to build a stronger province for current and future generations.

Respect - We foster an environment in which each individual is valued, respected and heard.
Integrity - We behave ethically and are open, honest and fair.
Accountability - We are responsible for our actions and for contributing to the effectiveness of the public service.
Excellence - We use innovation and continuous improvement to achieve excellence for Albertans.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry Business Plan supports the following Government of Alberta goals:

Goal 1: Alberta will have a prosperous economy

- The Ministry supports the provision of innovative, high quality, and well designed health, research and other infrastructure to support the province's growing economy and the delivery of government programs.

Goal 2: Albertans will be well prepared for lifelong learning

- The Ministry provides technical expertise to partner ministries and boards to ensure schools and post-secondary facilities meet program needs and facilitate the lifelong learning of Albertans.

Goal 3: The high quality of Alberta's environment will be sustained

- The Ministry contributes to the quality of the province's environment by adopting the Leadership in Energy and Environmental Design (LEED) Silver rating as an environmental standard for the design of new government funded buildings. Infrastructure is continuing to implement the Building Owners and Managers Association (BOMA) "Go Green" certification for government-owned buildings throughout the province. The Ministry also supports the operation of the Swan Hills Treatment Centre to dispose of hazardous wastes.

Goal 4: Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally

- The Ministry supports this goal by effectively planning and managing government owned and leased facilities and implementing innovative technologies to increase energy efficiency and reduce operating costs.

Goal 5: Albertans will be healthy

- The Ministry works with Health and Wellness and health regions to plan and implement the most appropriate facility solutions to meet the health delivery needs of Albertans.

Goal 7: Alberta will be a safe place to live, work and raise families

- The Ministry maintains safe facilities that support government programs.

Government of Alberta Priority

Infrastructure provides the professional and technical expertise to support the Government of Alberta's priority:

- *Provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Maintaining Existing Infrastructure

The province is challenged to balance the need for new infrastructure to accommodate Alberta's growth, with the need to maintain and upgrade existing capital assets. Regular maintenance protects and extends the useful life of public buildings and other infrastructure. Major repairs can be expected to cost more than routine maintenance, and complete replacement can cost up to five times that of repair. In addition, new infrastructure built to accommodate the province's population growth will create a corresponding and increased need for operating and maintenance funding.

Planning and Design of Infrastructure to Meet Changing Needs

The Ministry works with partners and stakeholders to plan and build the infrastructure that will serve Albertans as effectively and efficiently as possible. Alberta currently spends more per capita than other provinces on capital construction. However, there is still a strong demand for new infrastructure to accommodate a growing population, as well as shifting demographics and population distributions. Alberta's population growth fuels the need for new learning and health facilities. Reduced populations in rural and inner city areas create a demand for flexible and multi-use building designs so that facilities will not be underused as needs change. Therefore, Infrastructure will continue to seek and adopt innovative and best practices in the design, delivery, and financing of publicly funded infrastructure, including public-private partnerships where appropriate.

Cost Increases/Tight Labour Market

The booming provincial economy continues to put pressures on certain industries. Construction prices continue to rise rapidly because of global increases in the cost of materials, labour, and energy prices. Labour shortages, low unemployment rates, aging workforce demographics, high construction volumes, inflation, and lack of capacity in the construction industry are also fueling the increased costs. This trend is expected to continue in the near future. Therefore, there is a steady cost escalation for the construction and maintenance of buildings and other infrastructure. Mega projects and significant new provincial and federal infrastructure programs are also contributing to cost escalation for all types of infrastructure.

Economic and Population Growth and Changing Demographics

The influx of new residents, along with new industrial investment and expansion, places significant demand on public infrastructure in Alberta, particularly in the major cities and the areas involved in oil sands development. The dramatic increase in population and real estate prices is creating additional cost pressures for the development and preservation of public infrastructure.

Environmental Sustainability

Albertans continue to be concerned about environmental issues. Infrastructure recognizes the need to lead improvement and further embed environmentally responsible practices in its core businesses. As a result, the Ministry continues to seek and develop new and environmentally friendly technologies and best practices in the planning, design, construction, and operation of provincial facilities infrastructure.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the ongoing core activities of the Ministry.

CREATING AND PROTECTING OUR OPPORTUNITIES

1. Increase the efficiency of health and education infrastructure design and construction

Linkage: Goal 1

Health and education are top priorities for Albertans and the Government of Alberta. Therefore, in keeping with the Government's 20-Year Strategic Capital Plan, the Ministry will support partners with the technical expertise to increase the efficiency of health and education infrastructure design and construction. This includes determining the most appropriate design and construction of:

- new and expanded health facilities to meet the needs of a growing population, leading edge health professionals, and innovative health delivery
- new K-12 and post-secondary learning facilities, as well as the maintenance of existing facilities to support the delivery of educational programs for our learners.

2. Implement public-private partnership (P3) opportunities where appropriate

Linkage: Goals 1 and 2

With the labour shortage and cost escalation issues occurring in Alberta, the government must provide direction and innovative solutions. There continues to be a high level of interest in developing infrastructure through partnerships to provide Albertans with much needed facilities. Where feasible and cost effective, Infrastructure will continue to pursue alternative procurement options for new facilities.

3. Address the deferred maintenance backlog in government owned buildings

Linkage: Goal 2

As government owned buildings age, the rate of deterioration increases. Addressing the backlog of renovation and upgrading required in existing building infrastructure is a top priority of the Ministry to protect the health and safety of occupants, and investment of Albertans. Infrastructure will remain committed to reducing the deferred maintenance in government owned buildings, and balancing the need for new infrastructure to manage growth pressures.

4. Evaluate and address accommodation pressures at government owned and leased properties

Linkage: Goal 4

Safe and efficient access for Albertans to government programs and facilities is an important priority of the Ministry. Government program needs change over time and Infrastructure plays a key role in addressing pressures on government owned and leased properties through evaluation and planning of accommodation needs, facility evaluations and implementation of renovation projects. The Ministry will work with client departments to ensure appropriate space and the continued operation of government owned and leased facilities.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Support the efficient provision of public infrastructure in Alberta

Infrastructure ensures that standards are met, and that innovations and best practices are used throughout the life-cycle of a facility. Effective partnerships with program ministries, school boards, health regions, and post-secondary institutions in the design and construction of projects, ensure taxpayers receive good value for their investment in health and education facilities.

In partnership with other Ministries, Infrastructure also leads the design and implementation of major capital projects to support the delivery of government programs and services for Albertans. In addition, the Ministry is responsible for the overall operating management of government owned and leased facilities to promote the delivery of services to Albertans and their communities, including office space, courts, correctional facilities, warehouses, laboratories, and research centres. The Ministry plays a key role in ensuring the health and safety of occupants and visitors at government owned and leased facilities through barrier-free access, leading environmental practices, and emergency and safety planning. It monitors and evaluates energy efficiency and operating costs, and continues to assess the condition of government owned and supported facilities to identify preservation and replacement needs.

GOAL ONE

Safe, innovative and cost-effective health and education infrastructure for Albertans

What it means Infrastructure shares Albertans' expectation for quality health services and education programs. Our goal is to support government departments, partners and stakeholders with the technical expertise in the innovative planning, design, construction, and financing of public facilities that promote the delivery of our health services and lifelong learning.

Strategies

1.1 Collaborate with program ministries and stakeholder boards to provide technical expertise and cost analysis to ensure capital plans reflect the highest priority projects and life-cycle costing.

1.2 Work with program ministries, school boards, post-secondary institutions and health regions in the planning and implementation of approved major projects to ensure they include best practices in planning, design, management, costing, and delivery.

1.3 Monitor and report the physical condition of existing schools, health facilities and post-secondary institutions to support the planning of facility requirements and effective delivery of health and education programs in Alberta.

1.4 Enhance accountability of capital projects by working with program ministries to develop frameworks and policies to guide review, approval and implementation of capital projects.

1.5 Support the implementation of the Alberta Schools Alternative Procurement (ASAP) approved projects.

1.6 Work with Treasury Board and partner ministries to evaluate the opportunity for public-private partnerships.

1.7 Enhance the Ministry's role as a centre of excellence which supports industry, boards and other stakeholders in facility project management, design and architecture, and building sciences by continuing to undertake research and implement best practices, such as life-cycle planning.

1.8 Develop, implement and maintain best practices and consistent facility standards, including the use of evidence based design, lean design, and core school designs.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a **Health Facilities – Physical Condition**[1]:				
• Percentage in good condition	67.0%	67.0%	68.0%	70.0%
• Percentage in fair condition	28.0%	26.0%	25.0%	23.0%
• Percentage in poor condition	5.0%	7.0%	7.0%	7.0%
1.b **School Facilities – Physical Condition**[1]:				
• Percentage in good condition	71.0%	73.0%	73.0%	73.0%
• Percentage in fair condition	26.0%	25.0%	25.0%	25.0%
• Percentage in poor condition	3.0%	2.0%	2.0%	2.0%
1.c **Post-Secondary Facilities – Physical Condition**[1]:				
• Percentage in good condition	60.0%	55.0%	55.0%	55.0%
• Percentage in fair condition	30.0%	35.0%	35.0%	35.0%
• Percentage in poor condition	10.0%	10.0%	10.0%	10.0%

Note:

1 Targets reflect the anticipated condition of facilities based on current level of program funding. Infrastructure Maintenance and Renewal / Infrastructure Maintenance Program funding is administered by Health and Wellness, Education, and Advanced Education and Technology. Facility upgrades are managed by Boards.

GOAL TWO

Excellence in the development and operation of government properties

What it means The Ministry manages government owned and leased facilities to promote safe and cost effective access to provincial programs and services for Albertans.

Strategies

2.1 Implement best practices in the management and delivery of major capital projects, including the life-cycle planning, design, and construction of government-owned facilities required to deliver programs and services to Alberta.

2.2 Undertake facility evaluations to identify facility upgrading needs, and work with Treasury Board to ensure adequate funding to address the deferred maintenance backlog in government owned facilities.

2.3 Work with partners and stakeholders to ensure that barrier-free access for seniors and persons with disabilities continues to be fully considered in Ministry building design standards, policies, programs, and all planned infrastructure projects.

2.4 Continue with the approved physical building and site security implementation plan for government facilities, which will initially focus on the higher risk facilities by installing new or replacing obsolete security systems.

2.5 Work with Treasury Board and other ministries to identify and evaluate opportunities for public-private partnership procurement for government facilities and implement approved projects.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a **Government Owned and Operated Facilities – Physical Condition:**				
• Percentage in good condition	40.0%	45.0%	43.0%	42.0%
• Percentage in fair condition	56.0%	51.0%	53.0%	54.0%
• Percentage in poor condition	4.0%	4.0%	4.0%	4.0%
2.b **Average Operating Cost per Square Metre of Government Owned and Operated Office Space:**				
• Percentage of operating cost compared to industry average	81.0%	90.0%	90.0%	90.0%

Core Business Two: Ensure effective environmental stewardship of public infrastructure

Albertans are committed to ensuring the province has a safe and healthy environment for current and future generations. Infrastructure remains committed to integrating leading environmental and energy efficiency standards into all new infrastructure projects to minimize the environmental footprint of Ministry activities. Initiatives are undertaken to monitor air quality and improve energy efficiency, enhance the comfort of facility occupants, generate cost savings, and lessen the environmental impact of operating government-owned facilities.

GOAL THREE

Environmental sustainability of public infrastructure

What it means Albertans expect the design and operation of our public infrastructure to be safe, healthy, and environmentally friendly. It is our goal to ensure that the highest and most cost effective environmental standards inform the design, building, and maintenance of our public infrastructure to make our environment safe and healthy for Albertans today and tomorrow.

Strategies

3.1 Following the adoption in 2006 of Leadership in Energy and Environmental Design (LEED) Silver as an environmental standard for the design of new government-funded buildings, evaluate the benefits of upgrading to LEED Gold.

3.2 Continue to identify and implement leading practices to operate the Swan Hills Treatment Centre in a safe and efficient manner.

3.3 Continue with implementation of the Building Owners and Managers Association (BOMA) "Go Green" certification for government-owned buildings throughout the province.

3.4 Apply environmental management and remediation initiatives to address identified concerns at properties owned by government.

3.5 Monitor energy efficiency and operating costs of government owned and leased facilities and make cost-effective improvements.

3.6 Maintain and monitor indoor air quality standards and processes aimed at reducing the risks associated with aging infrastructure, and ensure appropriate processes are followed to address incidences, such as mould, that may be found.

3.7 Review and evaluate applicability of introducing "green" procurement standards, including recycled and environmentally friendly products.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a **Energy Consumption in Megajoules per Square Metre in Government Owned and Operated Facilities**[1]	1,746	1,750	1,750	1,750

Note:

[1] The annual energy efficiency (natural gas and electricity) of government-owned buildings operated by Alberta Infrastructure is monitored. The Ministry has steadily reduced consumption from 1779 megajoules per square meter in 2002-03 by identifying and adopting energy saving measures. We remain committed to maintaining energy efficient practices.

Core Business Three: Shared leadership and coordination of government accommodation and support services

Infrastructure provides central services to all government departments, working with client departments to understand their property needs, including space planning and leasing as well as the acquiring and disposing of property. The Ministry assists in development and implementation of emergency and safety plans for government owned and leased buildings across the province. The Ministry also supports provincial government priorities for Albertans through delivery of key initiatives such as the Natural Gas Rebate Program.

GOAL FOUR 4

Strategic accommodation and support services for Albertans

What it means Infrastructure works with all departments in understanding their property needs, and takes a lead role in providing services for acquisition and disposal of properties as appropriate. The Ministry provides facility maintenance and caretaking services, accommodation evaluations, and works with Treasury Board to ensure adequate funding is available to meet accommodation needs for government's priority programs. Infrastructure administers the Natural Gas Rebate Program on behalf of government.

Strategies

4.1 Address accommodation pressures for government owned and leased infrastructure by completing evaluations to identify and report requirements for additional leased space.

4.2 Continue to develop and implement accommodation master plans for larger communities in Alberta to meet priority facility needs for government programs.

4.3 Plan, develop, and administer the Edmonton and Calgary Transportation and Utility Corridors, including enhanced sharing of information with interested buyers, realtors, and other stakeholders.

4.4 Administer the Natural Gas Rebate Program.

Performance Measure	Last Actual (2005)	Target 2008-09	Target 2009-10	Target 2010-11
4.a **Client Satisfaction Survey:**				
• Property development quality of service rating (based on a scale of 1 to 6)[1]	4.4	N/A	4.6	N/A

Note:

1 Client Satisfaction Survey is conducted every two years and is based on the calendar year. Respondents rate satisfaction on a scale of one to six, one being very dissatisfied and six being very satisfied. The next survey will be conducted in 2008 based on the 2007 calendar year.

CORPORATE STRATEGIES

Corporate Support Services such as human resources, finance, information management and technology, policy, planning, and reporting are provided to support the *Government Accountability Act*, promote the effective management and delivery of programs and services and encourage continuous improvement to better serve Albertans.

Infrastructure is committed to providing a positive and healthy work environment, and strengthening business practices through continuous improvement and excellence in service delivery. Successful delivery of the Ministry's core businesses depends on building and maintaining a strong and flexible organization and infrastructure with the knowledge and capacity to respond to changing business needs. The Ministry's Corporate Strategies support achievement of all Ministry goals, and include:

- Develop and implement a Shared Services Agreement between the Ministries of Transportation and Infrastructure.
- Continue to strengthen planning and reporting to support decision making and accountability, with an increased emphasis on strategic planning, enterprise risk management, and a comprehensive performance measurement framework.
- Develop strategic advice and recommendations to the Minister regarding policies pertaining to owned and supported infrastructure, and represent the Ministry in external relations regarding infrastructure policy.
- Continue to develop and coordinate a Ministry Human Resources Plan to make the Ministry an employer of choice and ensure the organizational capacity to deliver programs and services.
- Develop and implement leading edge strategic financial and accounting policies, practices, and controls to support budget planning, forecasting and reporting that enhances accountability and decision making.
- Develop and integrate information technology systems to ensure systems support critical business needs, and continue to assess where new technologies can be used to enhance programs and service delivery.
- Collaborate with clients, partners and stakeholders to clarify roles and accountabilities.
- Support the Ministry in developing new and amending statutes and regulations to address the Ministry's needs for a coherent legislative framework.
- Continue to manage the Ministry's Freedom of Information and Protection of Privacy (FOIP) program.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Support the efficient provision of public infrastructure in Alberta	228,217	270,798	285,852	362,346	342,817	346,034
Ensure effective environmental stewardship of public infrastructure	25,967	24,021	35,554	28,555	29,572	29,586
Shared leadership and coordination of government accommodation and support services	550,390	666,350	555,121	575,842	512,510	512,707
MINISTRY EXPENSE	804,574	961,169	876,527	966,743	884,899	888,327

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Transfers from Government of Canada	1,439	23,597	1,097	22,500	-	-
Premiums, Fees and Licences	2,934	2,700	2,700	2,700	2,700	2,700
Investment Income	2	-	-	-	-	-
Other Revenue	54,738	52,885	27,465	25,320	25,320	25,320
MINISTRY REVENUE	59,113	79,182	31,262	50,520	28,020	28,020
EXPENSE						
Program						
Ministry Support Services	12,931	13,204	13,450	14,338	14,852	15,381
Government Operations	304,525	364,040	407,666	429,721	385,852	386,954
Other Programs and Services	407,992	513,253	376,039	412,364	402,195	403,992
Non-Cash Items	79,126	70,672	79,372	110,320	82,000	82,000
MINISTRY EXPENSE	804,574	961,169	876,527	966,743	884,899	888,327
Gain (Loss) on Disposal and Write Down of Capital Assets	23,537	-	-	-	-	-
NET OPERATING RESULT	(721,924)	(881,987)	(845,265)	(916,223)	(856,879)	(860,307)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	59,113	79,182	31,262	50,520	28,020	28,020
Inter-ministry consolidation adjustments	(4,056)	(3,180)	(3,180)	(3,180)	(3,180)	(3,180)
Consolidated Revenue	55,057	76,002	28,082	47,340	24,840	24,840
Ministry Program Expense	804,574	961,169	876,527	966,743	884,899	888,327
Inter-ministry consolidation adjustments	(4,056)	(3,180)	(3,180)	(3,180)	(3,180)	(3,180)
Consolidated Expense	**800,518**	**957,989**	**873,347**	**963,563**	**881,719**	**885,147**
Gain (Loss) on Disposal and Write Down of Capital Assets	23,537	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(721,924)	(881,987)	(845,265)	(916,223)	(856,879)	(860,307)

CAPITAL INVESTMENT BY CORE BUSINESS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Support the efficient provision of public infrastructure in Alberta	152,167	224,574	122,660	423,434	285,958	255,862
Ensure effective environmental stewardship of public infrastructure	3,258	5,420	7,120	5,662	5,928	6,221
Shared leadership and coordination of government accommodation and support services	101,216	114,284	48,028	40,874	9,132	9,132
MINISTRY CAPITAL INVESTMENT	256,641	344,278	177,808	469,970	301,018	271,215

CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Support Services	4,166	4,161	4,161	4,365	4,161	4,161
Government Operations	250,863	319,415	152,945	454,685	296,857	267,054
Other Programs and Services	1,612	20,702	20,702	10,920	-	-
MINISTRY CAPITAL INVESTMENT	256,641	344,278	177,808	469,970	301,018	271,215

International and Intergovernmental Relations

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Ron Stevens QC, *Minister of International and Intergovernmental Relations*
April 3, 2008

THE MINISTRY

The Ministry of International and Intergovernmental Relations consists of the following divisions: Canadian Intergovernmental Relations, International Relations, International Offices and Trade.

VISION

A strong and prosperous Alberta showing leadership within Canada and throughout the world.

MISSION

Advance Alberta's interests by leading government-wide strategies that capitalize on Alberta's regional, national and global relationships and opportunities.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry supports the following goals in the 2008-11 Government of Alberta Business Plan: Goal 1 – *Alberta will have a prosperous economy* and Goal 4 – *Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally*. Goal 1 is supported through international trade promotion and investment attraction and Goal 4 through intergovernmental and international relations.

Government of Alberta Priority

The Ministry works with Advanced Education and Technology on the government priority to: *enhance value-added activity, increase innovation, and build a skilled work force to improve the long-run sustainability of Alberta's economy.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Canadian Intergovernmental Relations

- The Council of the Federation provides opportunities for an expanded intergovernmental agenda. The Alberta–British Columbia *Protocol of Cooperation*, First Ministers' Meetings and Western Premiers' Conferences also provide opportunities for Alberta to work with other provinces to influence the national agenda.
- Opportunities and challenges in representing Albertans' priorities and expectations with the federal government, and its place in Confederation, will continue to arise.

International Relations

- The emergence of Alberta as one of several world energy producers that can significantly increase output has increased international attention on the province and on its environmental policies and challenges.
- With the rapid rise of China and India and Alberta's growing international profile, there are opportunities to advance Alberta's energy interests.

Trade Policy

- The British Columbia-Alberta *Trade, Investment and Labour Mobility Agreement* (TILMA) will be fully implemented by April 2009, creating benefits for workers, investors, and consumers in both provinces. The TILMA stands as a model for improving interprovincial trade within Canada.
- Potential disputes under the Canada-US *Softwood Lumber Agreement 2006* may pose challenges to the ongoing implementation of, and support for, the Agreement.
- A successful and ambitious conclusion to the World Trade Organization's "Doha Development Agenda" negotiations would benefit Alberta. Canadian bilateral trade and investment initiatives will provide opportunities to liberalize trade in areas of provincial priority such as agriculture, services, and disciplines on trade remedies.

International Trade Promotion and Investment Attraction

- International trade and investment attraction opportunities will help support sustainable economic growth in Alberta.
- New and emerging economies such as Brazil, Russia, India and China support value-added export growth in Alberta, while the province continues to maintain a high volume of trade with the United States.

STRATEGIC PRIORITIES 2008-11

CREATING AND PROTECTING OUR OPPORTUNITIES

1. **Coordinate International Missions** **Linkage: Goals 2 and 4**	Coordinate international missions to market Alberta as an immigration destination.
2. **Strengthen Ties** **Linkage: Goals 1, 2, 3 and 4**	Ensure Alberta's interests are advanced nationally and internationally by strengthening ties with our western partners and developing an international strategy.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Intergovernmental Relations

GOAL ONE 1

Advance the interests of Alberta as an equal partner in a strengthened, united Canada

What it means The Ministry coordinates Alberta's participation and leadership in the Canadian federation in pursuit of a federal system that serves the needs of Albertans and Canadians.

Strategies

1.1 Develop strategies and policy options in conjunction with Alberta ministries, with respect to Alberta's key intergovernmental objectives.

1.2 Work with Alberta ministries to maintain a coordinated and consistent government-wide approach to advance Alberta's intergovernmental interests.

1.3 Assist Alberta ministries in the development of intergovernmental agreements. Review and approve agreements to ensure that they reflect Alberta's intergovernmental objectives and priorities.

1.4 Provide policy analysis and strategies, and coordinate input from other Alberta ministries, for Alberta's participation in meetings of First Ministers, the Council of the Federation, Western Premiers, and the Alberta and British Columbia Cabinets. Work with ministries to implement meeting outcomes.

1.5 Work with Alberta's western and northern partners to advance our common interests.

1.6 Promote both interprovincial and federal-provincial solutions to improve the efficiency and effectiveness of the Canadian federation.

1.7 Develop policy recommendations and strategies on national unity and other related issues as they emerge.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a **Canadian Intergovernmental Relations Division Client Satisfaction:** Per cent of clients satisfied with services provided by Canadian Intergovernmental Relations Division (biennial survey)	90%	n/a	90%	n/a
1.b **Reports/Narrative Records:** Reports/narrative records from First Ministers' or Premiers' intergovernmental meetings are reported in the Annual Report	100%	100%	100%	100%

Note:
n/a Year in which the biennial survey is not conducted.

Core Business Two: International Relations

GOAL TWO

Build and maintain effective international relations and strategies

What it means The Ministry works with other ministries, other provinces, the private sector and the federal government to provide a strategic approach to Alberta's international relations and initiatives that effectively promotes Alberta's interests and priorities to foreign government decision-makers; and facilitates the two-way flow of goods, services, people and investment between Alberta and the world.

Strategies

2.1 Deepen relations with key US decision-makers in Washington, DC to promote more positive Alberta/US relations and greater economic interaction.

2.2 Build alliances with key regional US decision-makers to help advance Alberta's interests.

2.3 Leverage heightened global interest in the oil sands to create partnerships (including governments, companies and organizations) to meet the challenges of expanding oil sands production (investments, environment, labour, materials and technology).

2.4 Lead the development and implementation of a cross-ministry international strategy to take advantage of global opportunities.

2.5 Provide leadership and coordination for missions undertaken by the Premier and ministers, including missions with a focus on marketing Alberta as an immigration destination.

2.6 Provide leadership on initiatives involving Alberta's 14 international twinning relationships.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a **International Relations Division Client Satisfaction:** Per cent of clients satisfied with services provided by International Relations Division (biennial survey)	88%	n/a	90%	n/a
2.b **Alberta Washington Office Client Satisfaction:** Per cent of clients satisfied with the services of the Alberta Office in Washington (biennial survey)	82%	n/a	85%	n/a
2.c **International Mission Expenses:** International mission expenses of the Premier and Minister are posted on the department's website within two months of the mission's conclusion	100%	100%	100%	100%
2.d **Reports/Narrative Records:** Reports/narrative records from major international meetings and missions are reported in the Annual Report	100%	100%	100%	100%

Note:

n/a Year in which the biennial survey is not conducted.

GOAL THREE 3

Advocate Alberta's interests in trade and investment liberalization internationally and domestically

What it means The Ministry strives to enhance opportunities for Albertans through international and domestic trade, investment agreements, and negotiations that promote the free flow of goods, services, capital and labour, internationally and domestically.

Strategies

3.1 Develop and advance Alberta positions in ongoing trade and investment negotiations taking place multilaterally, bilaterally, or within Canada, with a particular focus on priority issues for Alberta (including agriculture, energy, trade remedies and services, and the mobility of people) and on issues affecting provincial jurisdiction (including the environment, labour, investment and business regulation).

3.2 Coordinate Alberta's approaches to the implementation and on-going management of completed agreements, including the *North American Free Trade Agreement*, the World Trade Organization agreements, the *Agreement on Internal Trade* and the BC-Alberta *Trade, Investment and Labour Mobility Agreement* (TILMA).

3.3 Anticipate, prevent and manage disputes and defend Alberta's interests under domestic and international agreements, including the *North American Free Trade Agreement*, the World Trade Organization agreements, the *Agreement on Internal Trade* and the BC-Alberta TILMA.

3.4 Coordinate Alberta's participation in the Canada-US *Softwood Lumber Agreement 2006* to ensure Alberta's interests are preserved.

3.5 Pursue a formal federal-provincial agreement on the full provincial participation in Canada's negotiation of agreements affecting provincial jurisdiction or interests.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a **Trade Policy Branch Client Satisfaction:** Per cent of clients satisfied with services provided by Trade Policy Branch (biennial survey)	90%	n/a	90%	n/a
3.b **Reports/Narrative Records:** Reports/narrative records from major trade policy meetings are reported in the Annual Report	100%	100%	100%	100%

Note:

n/a Year in which the biennial survey is not conducted.

GOAL FOUR 4

Facilitate exports of Alberta's value-added goods and services and attract investment to Alberta

What it means The Ministry facilitates exports of manufactured products and professional, scientific and technical services to target markets; and promotes initiatives to attract, retain and expand international investment in Alberta.

Strategies

4.1 Assist Alberta businesses in developing relationships with potential investors, partners and customers; providing local market support; gathering and delivering strategic intelligence, business and economic information; and supporting companies in identifying and accessing market opportunities within global target markets through the international office network.

4.2 Support market entry for Alberta exporters by showcasing Alberta internationally and encouraging export and trade development in targeted industry sectors.

4.3 Promote Alberta as an attractive destination for international investment to targeted companies within priority sectors and to capital investors.

4.4 Collaborate with other Alberta ministries on a coordinated and government-wide strategy that advances Alberta's international marketing interests, including marketing Alberta as an immigration destination.

4.5 Work with Advanced Education and Technology and Employment and Immigration to increase value-added exports, promote investment, attract immigrants and temporary foreign workers, and foster technology partnerships in key international markets.

4.6 Assist export-ready Alberta businesses in developing networks to export products and services to international markets.

4.7 Promote and develop partnerships and initiatives with other Canadian governments, foreign government agencies, international financial institutions and industry associations to assist Alberta companies.

4.8 Leverage Alberta companies' expertise and knowledge in sectors such as oil and gas and agri-food to enable market penetration of closely related sectors, such as engineering services or environmental goods and services.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
4.a **International Offices and Trade Division Client Satisfaction:** Per cent of clients satisfied with the services provided by International Offices and Trade Division (biennial survey)	78%	n/a	80%	n/a
4.b **International Offices Client Satisfaction:** Per cent of clients satisfied with the services of international offices (biennial survey)	91%	91%	n/a	91%

Note:

n/a Year in which biennial survey is not conducted. Commencing in 2007-08, the survey year alternates for performance measures 4.a and 4.b.

Ministry Support Services

The Ministry's core businesses are enabled by an infrastructure of essential services that support department staff and business processes. Support services include information technology, information management, corporate planning, freedom of information and protection of privacy, finance, human resources, communications, and administrative services.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

		Comparable				
	2006-07	2007-08	2007-08	2008-09	2009-10	2010-11
	Actual	Budget	Forecast	Estimate	Target	Target
Intergovernmental Relations	3,262	4,713	4,701	4,563	4,724	4,860
International Relations	22,678	23,290	23,244	24,608	25,373	26,033
MINISTRY EXPENSE	25,940	28,003	27,945	29,171	30,097	30,893

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

		Comparable				
	2006-07	2007-08	2007-08	2008-09	2009-10	2010-11
	Actual	Budget	Forecast	Estimate	Target	Target
REVENUE						
Other Revenue	211	15	50	40	40	15
MINISTRY REVENUE	211	15	50	40	40	15
EXPENSE						
Program						
Ministry Support Services	4,206	4,090	4,032	5,094	5,380	5,555
Canadian Intergovernmental Relations	2,416	3,895	3,895	3,544	3,648	3,749
International Relations	4,093	3,451	3,451	3,593	3,698	3,799
Trade Policy	1,206	1,293	1,293	1,480	1,522	1,563
International Offices and Trade	13,996	15,274	15,274	15,460	15,849	16,227
Valuation Adjustments and Other Provisions	23	-	-	-	-	-
MINISTRY EXPENSE	25,940	28,003	27,945	29,171	30,097	30,893
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(25,729)	(27,988)	(27,895)	(29,131)	(30,057)	(30,878)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

		Comparable				
	2006-07	2007-08	2007-08	2008-09	2009-10	2010-11
	Actual	Budget	Forecast	Estimate	Target	Target
Ministry Revenue	211	15	50	40	40	15
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	211	15	50	40	40	15
Ministry Expense	25,940	28,003	27,945	29,171	30,097	30,893
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**25,940**	**28,003**	**27,945**	**29,171**	**30,097**	**30,893**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(25,729)	(27,988)	(27,895)	(29,131)	(30,057)	(30,878)

Justice

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Alison Redford, *Minister of Justice and Attorney General*
April 4, 2008

THE MINISTRY

The Ministry of Justice consists of the Department of Justice as an entity for budget reporting purposes as well as the Alberta Review Board, the Fatality Review Board, the Judicial Council, the Notaries Public Review Committee, the Provincial Court Nominating Committee, and the Rules of Court Committee.

The Minister is accountable for prosecutions, court administration, the provision of legal services to government, and ensuring the justice system meets the needs of Albertans. The Department protects the legal interests of Albertans in need through the Maintenance Enforcement Program, Public Trustee services, support for legal aid, and the Motor Vehicle Accident Claims program. The Department also provides policy coordination, development, advice, and research. Corporate Services, the Aboriginal Justice Initiatives Unit, and Human Resource Services provide strategic support to the Ministry.

The Alberta Review Board makes or reviews dispositions concerning any accused person for whom a verdict of "not criminally responsible because of mental disorder" or "unfit to stand trial" is rendered. The board also has responsibility for determining whether a person should be subject to a detention order or conditional discharge or be granted an absolute discharge. The Fatality Review Board is responsible for reviewing certain deaths investigated by the Medical Examiner's Office and recommending to the Minister of Justice whether a public fatality inquiry should be held. The Provincial Court Nominating Committee provides recommendations to the Minister of Justice on the appointment of individuals to the Provincial Court of Alberta, and the Rules of Court Committee makes recommendations to the Minister on amendments to the *Rules of Court* under the *Court of Appeal Act*, the *Court of Queen's Bench Act*, and the *Civil Enforcement Act*.

A more detailed description of the Ministry can be found on the Alberta Justice website at **www.justice.gov.ab.ca.**

VISION

A fair and safe society supported by a trusted justice system.

MISSION

To protect the rights of all individuals in Alberta and advance the interests of society by fostering:

- Safe communities
- Access to justice
- Respect for the law
- Understanding of and confidence in the justice system
- The legal foundation for social cohesion and economic prosperity

In achieving our vision and mission, the Ministry follows nine guiding principles in the delivery of programs and services under four core businesses.

Guiding Principles

- Integrity
- Responsiveness
- Participation
- Accessibility
- Effectiveness
- Balance
- Service
- Collaboration
- Accountability

Four Justice Core Businesses and Associated Key Program Areas

Prosecutions

General Prosecutions

Appeals

Special Prosecutions

Management & Leadership Services

Policy and Staff Development

Courts

Court of Appeal

Court of Queen's Bench

Provincial Court

Court Operations

Strategic Initiatives

Planning & Business Services

Justice Services to Albertans

Administration of:
- Deceased Estates
- Dependent Adults
- Missing Persons & Minors
- AISH Benefits Administration Program

- Motor Vehicle Accident Claims Program
- Abandoned & Seized Vehicle Program
- Fines Enforcement Program

Maintenance Enforcement Program:
- Policy & Legislation
- Collections
- Client Services
- Program Support

- Support for Legal Aid

Legal & Strategic Services to Government

- Civil Law
- Constitutional & Aboriginal Law
- Legislative Reform
- Medical Examiner's Office
- Legislative Counsel Office

Support Services

- Aboriginal Justice Initiatives
- Human Resource Services
- Planning and Reporting Services
- Policy Secretariat
- Information Services
- Financial Services
- Communications
- Business Services
- Safe Communities Secretariat

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry's core businesses and goals are aligned with and support two government goals. Alberta Justice plays a key role in Goal 7 of the Government of Alberta Strategic Business Plan – *Alberta will be a safe place to live, work and raise families* – by supporting a trusted justice system that promotes law and order for the purpose of protecting individuals, securing justice for victims, and ensuring offenders are held accountable. The Ministry also plays a key role in Goal 6 – *Albertans will be independent and our children will be well cared for* – by ensuring that low-income Albertans have access to legal services they could not otherwise obtain.

Government of Alberta Priority

Justice is leading the Government Priority to *promote strong and vibrant communities and reduce crime so Albertans feel safe.*

In leading this priority, the Ministry will establish the Safe Communities Secretariat. Justice will focus on making Alberta's communities among the safest in North America by getting tough on those who commit violent crimes. It will also play a leadership role in establishing a more responsive justice system by expanding the availability and scope of dispute resolution options and using technology to strengthen the justice system.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Recognizing trends, identifying new challenges, and being aware of changes in diverse socio-economic sectors are important to setting the Ministry's strategic priorities and addressing the justice concerns of Albertans. Many of these opportunities and challenges are complex and involve other stakeholders and jurisdictions. At times, the Ministry is accountable to the public for outcomes where some aspects are beyond its control. Consequently, it is prudent for Justice to continually assess the environment it works within. Factors that are challenging include:

Shifting Social Trends: Alberta's population is expected to grow by 2.5 per cent annually between now and 2012, and the province's Aboriginal population will grow at a slightly faster rate. The Aboriginal population is over-represented in the justice system. In 2006-07, Aboriginal people represented 36 per cent of those in provincial adult in-house correctional centres and 40 per cent of those in young offender in-house correctional centres. Age is one of the most commonly cited correlates of criminal activity and delinquency. Changes in the size of the most criminally-prone groups (ages 18-24) will have an effect on crime rates.

Crime: The face of crime is changing and technology, particularly the Internet, is instrumental in facilitating these changes. It has provided criminals with anonymity and they commit crimes across borders more easily and more frequently than ever before. Cross-border crimes are more difficult to investigate, perpetrators are much harder to locate, and prosecutions are more complex and expensive.

Crime Reduction and Safe Communities Task Force Report: The task force was responsible for identifying cost-effective and sustainable solutions that will increase community safety, reduce crime and enhance Albertans' quality of life. The task force engaged interested members of the public and external stakeholder groups in the development of a provincial crime reduction strategy to address all components of an integrated and collaborative response, including education and awareness, prevention, intervention, treatment and rehabilitation, enforcement and prosecution, and reintegration.

Increasing Competition for Human Resources: The impact of long-term low unemployment, an ageing workforce, low birth rates, and changing patterns and attitudes towards employment are resulting in labour shortages for many employers. The availability of sufficient people to meet labour demands is a significant problem in Alberta and this trend is expected to continue. Justice is already facing significant staffing issues.

Public Confidence and Increasing Expectations: There is a need to enhance public confidence in the justice system. Most Canadians have a number of misperceptions about crime and the nature of the criminal justice response, particularly regarding crime rates, rates of recidivism, and favouritism toward offenders. As well, people who are more fearful of crime tend to have less confidence in the justice system as a whole. Time to trial has also increased and criminal cases are taking longer to work through the system. This can adversely affect public confidence.

Increasing Need to Involve Key Stakeholders: Engagement provides greater insight into justice issues and better alignment of interests and expectations. It is necessary for the Ministry to provide well researched, credible information to the public and to support a greater understanding of the justice system. Public involvement fosters more educated, informed, and engaged citizens. This provides opportunities for government to exchange perspectives with the public and its key stakeholders, allowing for the development of better solutions to policy issues.

Changing Role of the Courts: Factors that have contributed to the changing role of the courts include an increased number of self-represented litigants, overloaded court dockets, increasing costs, decreasing satisfaction with traditional litigation processes, societal movement toward dispute resolution, and a paradigm shift towards a problem-solving approach to jurisprudence. Justice has made substantial progress in developing and implementing alternative dispute resolution (ADR) mechanisms over the last few years.

Self-represented Litigants: Self-represented litigants (SRLs) are a diverse group with different levels of ability and reasons for representing themselves. There are those who represent themselves by choice and those who have little or no choice but to represent themselves. SRLs often have difficulty accessing the justice system, and appear to use more justice system resources due to a lack of understanding of the system and its processes. The Ministry has taken a number of steps to provide services to SRLs.

E-Discovery: In the context of litigation commenced, the Government of Alberta has a legal obligation to identify, locate, preserve and produce relevant and material electronically stored information (ESI). This will pose significant challenges for the ministries as this ESI is stored and transmitted in a variety of ways. To effectively meet these challenges, Justice is in the process of building ministry awareness of E-Discovery issues and educating the Ministries with respect to the benefits of developing an individualized E-Discovery Response Plan (EDRP).

Criminal Law Reform: Justice is a strong advocate for enhancing the criminal justice system response to serious and violent crime. Recent and proposed amendments to federal criminal legislation such as restricting the use of conditional sentences, improving the effectiveness of the DNA national database and imposing mandatory minimums for various firearms offences will significantly impact the criminal justice system.

Technology: The Ministry has been working on installing video-conferencing systems in courtrooms, moving to an electronic ticket management system and developing an Intranet for staff. These systems are anticipated to improve efficiency, security and productivity, and make Justice one of the more technology-driven justice ministries in Canada.

Information Technology-enabled Justice System: Justice is facing growing volumes and complexity of cases. Built on 1970s technology, it will be difficult for existing information systems to support current and future business requirements. To address these issues, the Ministry has established the Justice Information Management System (JIMS). When implemented, JIMS will help streamline and standardize many Ministry and Court processes. JIMS will convert information into digital format, making it easier to distribute and share; introduce other new technologies; and improve management reporting. The initiative involves the Ministry and Courts, as well as other key stakeholders such as Solicitor General and Public Security, Service Alberta, the Alberta Mental Health Board and Legal Aid Alberta.

Civil Law Reform: Affordability of the justice system is a concern. While legal aid provides services to those who meet the financial eligibility requirements, many middle-income Albertans, who do not qualify for legal aid, are not able to afford lawyers. This impacts the court system as it increases the numbers who represent themselves in court. The legal profession provides pro bono services; however, the resources are not sufficient to assist everyone. Making the justice system more affordable for the public would improve access to justice. Developing solutions requires collaboration amongst the various stakeholders. One proposal is to increase the use of paralegals and have the legal profession consider the use of limited retainers.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

BUILDING OUR QUALITY OF LIFE

1. Reduce Crime and Support Safe Communities **Linkage: Goal 1**	Justice, in collaboration with other ministries, stakeholders, partners, and communities, is developing strategies to address Crime Reduction and Safe Communities Task Force Report recommendations. This will include establishing a Safe Communities Secretariat to coordinate implementation of the resulting initiatives.
2. Enhance Capacity of the Prosecution Service **Linkage: Goal 1**	Justice is committed to enhancing the capacity of the prosecution service to effectively prosecute serious and violent crime, including where appropriate making dangerous and long-term offender applications. This will be accomplished in part by adding prosecution and support staff. Justice will conduct an intensive review of the prosecution service and work with stakeholders to streamline the criminal justice system.
3. Invest in the Alberta Justice Workforce to Improve Service Quality **Linkage: Goals 1 and 2**	The Ministry is committed to a high level of service quality in the delivery of its existing programs and to advancing new initiatives. This requires pursuing collaborative solutions at the corporate, ministry and divisional levels to address the issue of recruiting and retaining adequate levels of qualified staff. Targeted initiatives have been, and will continue to be implemented to improve the recruitment and retention processes utilized within the Ministry.
4. Invest in Information Management and Increase Efficiency **Linkage: Goal 2**	An effective and flexible Information Management (IM) system is the backbone of a modern organization. Justice, with its diverse organization and large workforce distributed across the province, needs an integrated information management system to allow for flow of information within its boundaries and access to information gathered by the stakeholders (police forces, Solicitor General and Public Security, etc.). The Justice Information Management System (JIMS) is the most important IM initiative Justice has ever undertaken and when completed will improve the efficiency of Alberta Courts and the administration of justice.
5. Work on Amendments to the *Criminal Code of Canada* **Linkage: Goal 1**	It is the Ministry's priority to partner with the federal government to support their efforts to establish appropriate penalties for serious crimes. In order to maintain the public's confidence in the justice system, those convicted of serious offences must face real jail time. Justice will participate with the federal government and interested provincial and territorial governments in a review of the *Youth Criminal Justice Act*. While the rehabilitation of young offenders is an important component of youth justice, emphasis must be placed on protecting the public.
6. Family Violence Strategy **Linkage: Goal 1**	Preventing violence in the home continues to be a priority for the Ministry and for the Government of Alberta. Justice has been working with other ministries and community partners to implement a number of initiatives to enhance the justice system response to family violence. In order to support these initiatives and work towards reducing family violence across the province, Justice will continue to actively participate in the Interdepartmental Committee on Family Violence and will continue to play a key role in the Provincial Family Violence Treatment Framework Program. This program provides vital assessment and counseling services to perpetrators of domestic violence as mandated through the courts. Justice supports existing specialized domestic violence courts and works with communities interested in establishing specialty courts.

7. Alternative Dispute Resolution (ADR)

Linkage: Goal 2

Justice is committed to providing high quality dispute resolution processes to Albertans. Alternative dispute resolution (ADR) can help litigants resolve their disputes efficiently and effectively, and in ways that best meet their needs. Continuing to develop carefully planned ADR programs in collaboration with a wide variety of stakeholders to meet the needs of both litigants and service providers is a key strategic priority for the Ministry.

8. Self-represented Litigants

Linkage: Goal 2

Self-represented litigants (SRLs) sometimes have a difficult time accessing the justice system. They also appear to use more justice system resources due to lack of understanding of the justice system, its processes and how those processes relate to their legal issues. A key strategic priority for Justice is to enhance access to justice for people acting on their own behalf and reduce the impact SRLs have on court resources.

9. Collaboration

Linkage: Goal 4

To effectively respond to the key issues of Alberta's justice system, the Ministry must work with Albertans and justice stakeholders in a collaborative, consultative, and continuous way that coordinates efforts, and clarifies roles and responsibilities. This includes providing more opportunities for engagement, and making stakeholder involvement an integral part of the policy and decision-making process. Strong partnerships with stakeholders are required for the Ministry to enhance Albertans' understanding of the rule of law and increase their confidence in the justice system.

10. Reform the Civil Justice System

Linkage: Goal 2

The Ministry is committed to increasing the affordability of justice and exploring more cost-effective ways for people to resolve their disputes through court-related processes, while ensuring appropriate safeguards are in place. Justice will work collaboratively with the Bar and other stakeholders to determine how to make access to justice more affordable and effective. This would include examination of civil processes, including the concepts of unbundling of legal services, regulating and increasing the use of paralegals and examining surrogate court related matters.

11. Mental Health Court

Linkage: Goal 2

The Ministry is committed to addressing the unique needs of Albertans with mental illnesses who find themselves in conflict with the criminal justice system. Justice will collaborate with stakeholders to develop a model for a Mental Health Court.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Prosecutions

The Criminal Justice Division has responsibility for general prosecutions of persons charged with *Criminal Code*, *Youth Criminal Justice Act* and provincial statute offences, and also handles criminal appeals in the Alberta Court of Appeal and the Supreme Court of Canada on behalf of Alberta's Attorney General. By vigorously prosecuting cases involving serious and violent crime and working with individuals and organizations in the community to identify and implement improved and alternative approaches to the administration of criminal justice, the division promotes safe communities for Albertans. Special prosecutions provides specialized prosecution of commercial, organized, technology and Internet crime cases, management of the prosecution of large-scale cases, and mutual international legal assistance. Criminal Justice also provides management and leadership services such as developing criminal law policy for the province and supporting criminal law consultation with other levels of government.

GOAL ONE

Promote safe communities in Alberta

What it means Through public consultations, Albertans have indicated that safe communities where they can live, work, and raise their families without fear of crime or victimization is a high priority. The Prosecution Service must be well positioned to objectively and fairly prosecute the spectrum of criminal offences striving for just outcomes.

Strategies

1.1 The Safe Communities Secretariat will work with other ministries, stakeholders, partners, and communities to advance the approved recommendations from the *Crime Reduction and Safe Communities Task Force Report.*

1.2 Conduct an intensive review of the prosecution service and its business processes and work with stakeholders to streamline the criminal justice system (*Crime Reduction and Safe Communities Task Force Report* Recommendation 10).

1.3 Expand the use of Crown prosecutors at Justice of the Peace bail hearings (*Crime Reduction and Safe Communities Task Force Report* Recommendation 9).

1.4 Enhance the Prosecution Service to effectively prosecute serious and violent crime and where appropriate, make dangerous and long-term offender applications.

1.5 Work with partners and stakeholders to target and effectively address repeat offenders (*Crime Reduction and Safe Communities Task Force Report* Recommendation 19).

1.6 Continue to work with traffic safety partners to implement the Alberta Traffic Safety Plan to reduce collisions on Alberta roads by effectively prosecuting traffic offences, including impaired driving cases.

1.7 Work collaboratively with other government ministries and community partners to participate in implementing the justice components of the Family Violence and Bullying Initiative.

1.8 Work with the federal, provincial and territorial partners to advance changes to criminal law to ensure appropriate penalties are in place for serious crimes and to participate in a review of the *Youth Criminal Justice Act.*

1.9 Implement the *Victims Restitution and Compensation Payment Act*, which expands the powers of the courts to assist victims who have suffered a loss of property as a result of an illegal act. This strategy is intended to support victims in getting restitution through the civil courts (*Crime Reduction and Safe Communities Task Force Report* Recommendation 8).

1.10 Evaluate the current video-conferencing project for purposes of determining its effectiveness and, through that evaluation, conduct a needs assessment to determine what is required to accommodate expansion of video-conferencing services.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a **Public Perception of Safety in the Home** The percentage of Albertans who feel "reasonably safe" to "very safe" in their homes after dark	93%	No lower than 90%	No lower than 90%	No lower than 90%
1.b **Public Perception of Safety in the Neighbourhood** The percentage of Albertans who feel "reasonably safe" to "very safe" walking alone in their area after dark	75%	82%	82%	82%

Performance Measure Under Development:
Reporting on perception of fairness of the criminal justice system.

Source: Annual Public Opinion Survey

Core Business Two: Courts

Alberta Courts are presided over by an independent judiciary. There are three Courts in the province – the Court of Appeal, the Court of Queen's Bench, and the Provincial Court. Court Services Division provides administrative support to the Courts. Court Services also provides policy advice and assistance to the Minister and the Ministry in relation to court issues. Court Services' stakeholders include the public, the legal profession, law enforcement services, correctional authorities and various service providers.

GOAL TWO

Promote a fair and accessible civil and criminal justice system

What it means Justice is responsible for helping to resolve criminal and civil disputes through proper access to court resources and dispute resolution opportunities. These opportunities include alternatives to traditional court processes such as mediation, judicial dispute resolution and mini-trials. By offering more options and lowering costs, these alternatives can improve access to the justice system.

Strategies

2.1 Finalize the JIMS blueprint and multi-year implementation roadmap, and initiate streamlining, standardization and optimization of core business processes within the Ministry and Courts.

2.2 Prepare proposals for rationalization and modernization of Alberta succession statutes (laws dealing with the disposition of property upon death), with the goal that legal rules are consistent with current social values and also facilitate efficient handling of Albertans' estates.

2.3 Review and prepare recommendations for legislation, which is intended to promote early, effective and affordable resolution of civil disputes by removing concerns about the legal impact of an apology.

2.4 Explore with justice stakeholders the possibility of regulating and expanding the use of paralegals to determine if there would be a benefit to the Alberta public with a view to increasing access to justice and affordability.

2.5 Explore with justice stakeholders whether unbundled legal services would benefit the public in Alberta by increasing access to justice and affordability in resolving disputes.

2.6 In collaboration with Courts, enhance alternative dispute resolution mechanisms to meet the needs of clients.

2.7 Based on evaluation, expand law information centres and implement recommendations to support self-represented litigants.

2.8 Improve access to the court system for Aboriginal clients by responding to recommendations contained in the *MLA Review of the Aboriginal Court Worker Program* report and consulting with Aboriginal communities on provincial court services in Aboriginal communities.

2.9 Make the court system more fair and accessible by rewriting the *Alberta Rules of Court.*

2.10 Enhance effectiveness of the Courts by implementing the results of an intensive review of Court Services' workforce.

2.11 Cooperate with stakeholders to develop a model for a Mental Health Court (*Crime Reduction and Safe Communities Task Force Report* Recommendation 5).

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
2.a **Median Elapsed Time from First to Last Appearance** Median elapsed time from first to last appearance represents the midpoint in the number of days it takes to process a case in court from first to last appearance	109 days (2004-05)	Below the Canadian Median (122 days)	Below the Canadian Median (122 days)	Below the Canadian Median (122 days)
2.b **Provincial Court Civil Mediation Settlement Rate** The mediation settlement rate is the number of civil actions settled through the civil claims mediation program divided by the total number of civil actions mediated in the program	63% (2006-07)	63%	63%	63%

Sources:

2.a Integrated Criminal Court Survey, Canadian Centre for Justice Statistics

2.b Administrative data, Court Services Division

Core Business Three: Justice Services to Albertans

This core business includes Goals 3 and 4. The Ministry promotes fair and equitable access to the civil and criminal justice system by providing a broad range of justice services through the courts, prosecution, and appropriate dispute resolution mechanisms. Access to justice also means addressing barriers that reduce Albertans' access to the justice system by providing legal representation for those in need of accurate and up-to-date information to increase awareness and knowledge of the justice system. In addition, services such as the Maintenance Enforcement Program, the Public Trustee, the Motor Vehicle Accident Claims Program and support for legal aid contribute to the preservation of a safe society for Albertans.

GOAL THREE 3

Provide access to justice services for Albertans in need

What it means Through its programs and services, the Ministry provides support and protection to vulnerable citizens, families who depend on court-ordered maintenance payments, individuals unable to protect their financial interests, and individuals who cannot afford legal counsel. Helping those in need is essential to Alberta's success.

Strategies

3.1 Implement further initiatives to increase the regularity of maintenance payments.

3.2 Establish a Child Support Recalculation Program to recalculate eligible child support orders annually, based on changes in the parents' income.

3.3 Increase funding for legal aid, to maintain and improve access to justice for Albertans in need.

3.4 Work with Seniors and Community Supports to implement the revised *Dependent Adults Act*, if enacted.

3.5 Complete the trial project of administering Canada Pension Plan Disability (CPPD) benefits for vulnerable Albertans who have no one else to help them.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a **Client Satisfaction with the Services of the Public Trustee's Office** The percentage of clients "satisfied" to "very satisfied" with the services of the Public Trustee's Office	92%	87%	87%	87%
3.b **Maintenance Enforcement Program: Regularity of Payment Rate** The program's compliance rate on cases enrolled by regular monthly payments	67%	67%	68%	69%
3.c **Client Satisfaction with Legal Aid Services** The percentage of respondents who were either "satisfied" or "very satisfied" with the service they received from Legal Aid Alberta	77%	80%	80%	80%
3.d **Motor Vehicle Accident Recoveries Program: Collection Rate** The program's collection rate on debts owed by uninsured motorists	52%	57%	57%	58%

Sources:

3.a Client Satisfaction Survey, Public Trustee's Office
3.b Average of monthly data submitted to CCJS MES
3.c Client Satisfaction Survey, Legal Aid Alberta
3.d Administrative Data, Claims and Recoveries

GOAL FOUR

Improve understanding of and confidence in the justice system

What it means Albertans recognize that information and education about the justice system is important. Perceptions of crime in their communities and the province, along with the information they receive from the media, affect their understanding of and confidence in the justice system. The Ministry will continue to work with partners to find better ways of informing Albertans about the justice system, including the development of new strategies and working with Education and other stakeholders to develop justice education resources for Alberta classrooms.

Strategies

4.1 Develop a stakeholder relations plan, along with the processes to engage them.

4.2 Initiate and maintain partnerships with stakeholders including the Justice Policy Advisory Committee (JPAC) to identify information gaps that may affect public confidence, and to determine potential research opportunities and effective justice education strategies.

4.3 Work with the Ministry of Education and other stakeholders to:

- Develop justice resources for Alberta social studies classes;
- Add a review process of the Grade 3 *Alberta's Justice System in Your Community* on-line resource;
- Continue presentations in schools and other venues to raise awareness of child sexual exploitation and Internet luring; and
- Make education materials easily accessible to the public.

4.4 Develop a public awareness campaign, in accordance with the cross-government crime reduction strategy, that highlights government efforts to build safe communities, and educates communities and Albertans about ways to keep their communities and residents safe.

4.5 Enhance awareness and utilization of Justice Education Speakers Centre.

4.6 Continue to support and promote the Ministry's position and views through participation in the Federal/Provincial/Territorial Working Group on Public Confidence.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
4.a Percentage of Albertans who "somewhat agree" or "strongly agree" that they have a good understanding of the justice system in Alberta	69%	70%	70%	70%
4.b Percentage of Albertans who feel "some confidence" to "a lot of confidence" in the justice system in Alberta	73%	80%	80%	80%

Performance Measure Under Development:
Reporting on public education through the Justice Education Speakers Centre.

Source: Annual Public Opinion Survey

Core Business Four: Legal and Strategic Services to Government

Civil Law provides legal services to all government ministries and represents them in matters before the courts and tribunals. Constitutional and Aboriginal Law provides specialized services to the government in constitutional and Aboriginal law matters. Legislative Reform provides advice on legislative policy. The Legislative Counsel Office is responsible for drafting government public bills, regulations and Orders in Council.

GOAL FIVE **5**

Assist government ministries to achieve their objectives through the provision of effective legal and related strategic services

What it means The government performs a number of roles as service provider, community partner, and lawmaker. These roles involve relationships with individuals, families, communities, and other governments. Effective legal services reduce the potential for conflict involving the government, as well as protecting and advancing the interests of the government. By providing effective legal and related strategic services, Justice can assist other ministries in achieving their corporate goals and strategic priorities.

Strategies

5.1 Provide legal and related strategic advice to the Deputy and Assistant Deputy Minister committees in relation to Aboriginal self-government and the regulatory framework for economic activities on reserves.

5.2 Provide legal and related strategic advice on the following government priorities:

- Develop a new Environment and Resource Management Regulatory Framework to enable sustainable development by addressing the cumulative effects of development on the environment.
- Support the Alberta Government pandemic preparedness initiatives including legislative amendments and implementation of the *Pandemic Response Statutes Amendment Act, 2007*.
- Finalize the Aboriginal consultation strategy.
- Finalize the long-term governance and funding arrangements with the Métis Settlements.

5.3 Increase capacity to deal with complex legal issues such as public-private partnerships (P3s), Aboriginal litigation, and the British Columbia-Alberta *Trade, Investment, and Labour Mobility Agreement* (TILMA).

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10*	Target 2010-11
5a Percentage of client ministries "satisfied" to "very satisfied" with the legal services provided by the Legal Services Division, Civil Law	90%	89%	n/a	89%
5.b Percentage of client ministries "satisfied" to "very satisfied" that the legal services provided by the Legal Services Division, Civil Law helped them achieve their Department's corporate goals	87%	85%	n/a	85%

Performance Measure Under Development:
Reporting on client legal education.

Source: Client Satisfaction Survey, Legal Services Division

* Starting in 2009-10, the Legal Services Client Satisfaction Survey will be conducted biennially so results will be available every second year.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Prosecutions	52,527	56,297	62,276	77,455	86,272	90,773
Courts	146,496	168,000	169,577	183,686	198,261	205,204
Justice Services to Albertans	100,809	120,454	119,715	216,774	205,759	197,501
Legal and Strategic Services to Government	28,304	34,254	36,522	44,658	47,413	47,996
MINISTRY EXPENSE	328,136	379,005	388,090	522,573	537,705	541,474

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Transfers from Government of Canada	13,122	12,747	12,747	13,122	13,122	13,122
Investment Income	1,444	500	500	800	800	800
Premiums, Fees and Licences	37,335	36,380	36,380	38,454	39,598	40,808
Other Revenue	90,642	99,982	102,832	114,350	117,850	118,150
MINISTRY REVENUE	142,543	149,609	152,459	166,726	171,370	172,880
EXPENSE						
Program						
Ministry Support Services	16,960	25,875	26,184	26,080	26,752	27,940
Court Services	141,789	159,067	160,650	175,760	189,016	195,258
Legal Services	90,652	101,861	108,898	217,549	210,871	206,605
Support for Legal Aid	43,196	45,346	45,346	53,810	59,838	59,838
Public Trustee	10,703	12,756	12,755	14,804	15,379	15,706
Medical Examiner	6,220	6,565	6,722	7,935	8,214	8,492
Motor Vehicle Accident Claims	25,711	26,686	26,686	25,786	26,786	26,786
Valuation Adjustments and Other Provisions	(7,095)	849	849	849	849	849
MINISTRY EXPENSE	328,136	379,005	388,090	522,573	537,705	541,474
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(185,593)	(229,396)	(235,631)	(355,847)	(366,335)	(368,594)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	142,543	149,609	152,459	166,726	171,370	172,880
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	142,543	149,609	152,459	166,726	171,370	172,880
Ministry Expense	328,136	379,005	388,090	522,573	537,705	541,474
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**328,136**	**379,005**	**388,090**	**522,573**	**537,705**	**541,474**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(185,593)	(229,396)	(235,631)	(355,847)	(366,335)	(368,594)

Municipal Affairs

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Ray Danyluk, *Minister of Municipal Affairs*
April 3, 2008

THE MINISTRY

Municipal Affairs assists municipalities in providing well-managed, collaborative, and accountable local government to Albertans, and administers a safety system that strives to ensure appropriate safety standards for the construction and maintenance of buildings and equipment. The Ministry also manages the network of municipal and library system boards to provide province-wide access to high quality public library services for Albertans.

The Ministry includes the Department of Municipal Affairs which consists of the Local Government Services Division, the Public Safety Division, and the Corporate Strategic Services Division. The Ministry also includes the Alberta Emergency Management Agency, the Municipal Government Board, the Safety Codes Council, the Special Areas Board and six Improvement Districts.

The Alberta Emergency Management Agency reports directly to the Minister and is responsible for coordinating a comprehensive, cross-government, all-hazards approach to managing emergencies in the province.

The Municipal Government Board is an independent, quasi-judicial board that conducts hearings and renders decisions on such matters as property assessment, and provides recommendations to Cabinet on matters defined under the *Municipal Government Act*, such as contested annexations.

The Safety Codes Council is a corporation established under the *Safety Codes Act* that reviews safety codes and standards and supports the Ministry's administration of the Act.

The Special Areas Board manages 2.8 million acres of public land in the province's three Special Areas and provides municipal services, such as construction and maintenance of local roads and parks, and emergency and protective services, to the dryland region in eastern Alberta.

The six Improvement Districts, located primarily in the National Parks, provide limited administrative services, such as budget preparation, and in the case of Improvement District No. 9 fire protection and ambulance services.

VISION

Strong, safe and sustainable communities.

MISSION

Provides programs and services that help ensure Albertans are served by accountable and effective local governments and live in strong and safe communities.

VALUES

Municipal Affairs is guided by the following Alberta Public Service Values:

Respect – we foster an environment in which each individual is valued and heard.

Accountability – we are responsible for our actions and for contributing to the effectiveness of the public service.

Integrity – we behave ethically and are open, honest and fair.

Excellence – we use innovation and continuous improvement to achieve excellence.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The following four goals in the three-year Government of Alberta Business Plan are supported.

Government of Alberta Goals	Ministry Services
Goal 4: Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally	• Operate Ministry programs in an open and accountable manner.
Goal 7: Alberta will be a safe place to live, work and raise families	• Work with municipalities and other stakeholders to coordinate a comprehensive safety system and an effective emergency management system. • Begin the establishment of an inter-disciplinary institute to support safety, security and environmental protection functions in Alberta.

Goal 8: Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources	• Improve access to cultural, historical and educational resources available through public libraries by working with library boards, and managing networked services through the Alberta Public Library Electronic Network and Alberta SuperNet.
Goal 9: Alberta will have strong and effective municipalities and self-reliant Aboriginal communities	• Respond to the recommendations pertaining to Municipal Affairs from the Oil Sands Ministerial Strategy Committee. • Partner with stakeholders to promote well-managed local governments. • Help ensure the long-term sustainability of municipalities through appropriate legislation, capacity building initiatives, and financial support. • Work with municipalities to provide advisory and dispute resolution support.

Government of Alberta Priority

Municipal Affairs will work with other ministries to achieve the Government of Alberta priority:

- *Provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Alberta municipalities and communities continue to face financial, infrastructure and service challenges as significant population growth, on-going economic development and a shortage of skilled workers intensifies in certain parts of the province. Due to these factors, three opportunities and challenges have been identified.

Growth Pressures, Municipal Capacity and Financial Sustainability

Many municipalities are finding it a challenge to provide the services and infrastructure required by growth and to meet the increasing expectations of the public. It is also a challenge for municipalities to manage the risks associated with the escalated rate of building, development, and dangerous goods transport that accompany high levels of growth. Some municipalities are also facing increased levels of crime as their populations increase. The Ministry helps municipalities manage challenges associated with high levels of growth by providing long-term, sustainable funding through the Municipal Sustainability Initiative. This funding helps municipalities address their infrastructure and operating needs and facilitate broad planning and coordination in order to maximize opportunities and reduce intermunicipal disputes in their regions.

Many municipalities are struggling to find and retain skilled personnel in Alberta's strong economy. The Ministry is helping municipalities to enhance their capacity to meet their responsibilities, particularly those related to the implementation of new accounting and reporting standards.

Public library services are also impacted by capacity issues such as staffing shortages, and the need to provide more technically complex services to an increasingly diverse and growing population base. This issue is of particular importance to smaller municipalities. The Ministry will work with public libraries to address the needs of growing and developing communities through a province-wide network.

Working with Municipalities

The way the Ministry works with municipalities is changing. There is a growing awareness of the differing capacity levels and financial situations among different types of municipalities, and of the need to address many issues on a more coordinated regional basis. In addition, there are an increasing number of appeals being submitted to the Municipal Government Board relating to subdivision and assessment issues.

With these changes and differing needs of the municipalities, the Ministry is developing flexible responses to different municipal and intermunicipal needs in the areas of land-use planning, growth management, public safety, emergency management issues, and provincial-municipal roles and responsibilities, some of which may require changes to the *Municipal Government Act*, the *Safety Codes Act* and the *Emergency Management Act*. This also includes improving the incorporation of public safety and emergency management into municipal planning processes.

Managing Emergency Events

Alberta's emergency management system is being challenged by unprecedented economic and industrial expansion, rapid population growth and increasingly severe weather events. These factors have combined to create a significant increase in the potential frequency and magnitude of emergency events that can affect Albertans.

At the same time, the increasing urbanization of the province's population has created difficulties for smaller municipalities throughout Alberta in maintaining their largely volunteer emergency response organizations.

The Ministry will further strengthen emergency management throughout Alberta by developing risk management and incident analysis capabilities that support a proactive response to potential emergencies and by providing increased support to municipalities and their emergency response organizations.

With the support of its partners, the Ministry is committed to addressing opportunities and challenges, accommodating new technologies and developing effective solutions to meet the changing needs and priorities of Albertans.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

CREATING AND PROTECTING OUR OPPORTUNITIES

1. **Collaborate with municipal governments on intermunicipal planning issues and a dispute resolution mechanism**

   Linkage: Goals 1, 2 and 3

Support the implementation of the Capital Region Integrated Growth Management Plan by the Capital Region Board, which will guide the long-term growth of the capital region.

Collaborate with municipalities, municipal associations and other stakeholders to develop guidelines and initiatives as required, to promote cooperation and help resolve growth-related conflicts and regional planning issues between neighboring municipalities.

Undertake a legislative review of the *Municipal Government Act* to address issues related to land-use planning and property assessment.

2. **Support growth and capacity building within municipalities and libraries**

   Linkage: Goals 1, 4 and 5

Monitor the impact of high growth on municipalities, including infrastructure, land-use and services. Assist affected municipalities with addressing capacity issues and improving the coordination of the responses to growth-related challenges.

Implement the provincial government's commitment to provide significant long-term funding to municipalities through the Municipal Sustainability Initiative to enhance municipal sustainability and to enable municipalities to meet the demands of growth.

Ensure provincial funds provided to municipalities are used to meet agreed upon objectives through the development of an accountability framework.

Continue to work with the Regional Municipality of Wood Buffalo and the Municipal District of Opportunity to address oil sands related growth pressures in their regions, including providing assistance with developing and updating land-use and infrastructure plans, and supporting staff development and capacity to respond to increasing challenges.

Continue to help expand the pool of Albertans who are interested and qualified in the fields of municipal administration, planning, assessment and safety codes inspection, and to increase the capacity of current municipal staff to provide good administration and service delivery to the citizens of their municipality.

Continue to support public library services through funding assistance, policy and planning support, training and consultation services, and the province-wide library network. This includes working with the library community to improve access to library information and online resources, and build on the government's investment in SuperNet.

3. **Implement accepted recommendations from the Minister's Council on Municipal Sustainability**

   Linkage: Goal 1

   The Ministry will work in collaboration with other ministries to implement the provincial government's commitments regarding the accepted recommendations of the Minister's Council on Municipal Sustainability.

4. **Enhance coordination of the province's emergency management system**

   Linkage: Goal 6

   The Alberta Emergency Management Agency will increase the level of coordination of all stakeholders in Alberta that have emergency management roles and responsibilities.

   To ensure fully integrated and comprehensive responses can be provided for all emergency events in the province, the Alberta Emergency Management Agency will work to provide effective coordination of emergency management resources across all jurisdictional and planning boundaries in Alberta. This will involve working with all public, private and volunteer sector partners to achieve a variety of strategic emergency management objectives.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Support the development and long-term sustainability of municipalities

GOAL ONE 1

A responsive, collaborative, accountable and well-managed local government sector which is sustainable

What it means Through partnerships, cooperation, and an appropriate legislative framework, the Ministry promotes Alberta's prosperity by encouraging the development of an efficient and responsive local government sector that provides the services and infrastructure Albertans and businesses need. The Ministry contributes to the sustainability of local governments, which are responsible and accountable to their citizens, by providing financial support, advice and services.

Strategies

1.1 Provide financial support, deliver support services and work with other ministries and municipalities to improve long-term municipal sustainability, particularly through the implementation of the Municipal Sustainability Initiative, a significant long-term funding program.

1.2 Ensure provincial funds provided to municipalities are used to meet agreed upon objectives through the development of an accountability framework.

1.3 Build municipal capacity by providing advisory services, training opportunities and enhanced financial management support to municipalities, particularly the smaller ones, to help them fulfill their responsibilities and to encourage excellence in local government governance and administration.

1.4 Support the Capital Region Board in the implementation of the Capital Region Integrated Growth Management Plan, in order to support the anticipated economic growth in the capital region over the next 20 - 50 years.

1.5 Provide enhanced support for municipal and intermunicipal planning in the province. This includes continuing to provide support for the development of a regional plan by the Calgary Regional Partnership to guide the future growth of the Calgary region.

1.6 Facilitate a legislative framework that enables municipalities to operate successfully and meet the local needs of Albertans by monitoring provincial legislation and regulations related to municipalities and making recommendations on changes to the *Municipal Government Act* in the areas of land-use planning and property assessment.

1.7 Implement the accepted recommendations from the Minister's Council on Municipal Sustainability and develop initiatives as required to promote cooperation and help resolve growth-related conflicts between neighboring municipalities.

1.8 Review existing municipal grant programs for opportunities for consolidation and for providing enhanced restructuring and amalgamation incentives as ways to achieve greater efficiencies.

1.9 Provide management and administrative services for the Special Areas and National Park Improvement Districts.

1.10 Support municipalities in their efforts to promote safer communities.

Performance Measures	**Last Actual (2006-07)**	**Target 2008-09**	**Target 2009-10**	**Target 2010-11**
1.a Albertans' satisfaction with their local governments Percentage satisfied	79%	80%	80%	80%
1.b Percentage of municipalities meeting Ministry's criteria of financial accountability as established in the *Municipal Government Act*	98%	98%	98%	98%

Performance Measure Under Development:
Percentage of municipalities with intermunicipal agreements, such as intermunicipal development plans and formal shared administration agreements.

GOAL TWO

2

A well-managed, fair and efficient assessment and property tax system in which stakeholders have confidence

What it means The Ministry promotes a fair, reliable and transparent system of generating local and provincial revenue through taxation of property. The key result is an assessment and property tax system that is accurate, understandable, predictable and timely.

Strategies

2.1 Promote an assessment and property tax system that is accurate, predictable, fair and transparent by providing advice, by updating and maintaining assessment legislation, regulations and publications, and by conducting a comprehensive assessment audit program.

2.2 Contribute to an effective and efficient system for assessment and taxation by providing timely, accurate, and consistent assessments for all linear property and by preparing equitable education requisitions for all municipalities.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Percentage of municipal assessment rolls that meet provincial standards for procedures, uniformity and equity	98%	98%	98%	98%

GOAL THREE

3 Municipal Government Board administers appeals and issues timely and impartial decisions of high quality

What it means The Municipal Government Board provides an effective and responsive independent, quasi-judicial adjudication appeal system that is seen as being fair and impartial by all parties to a complaint or appeal. The key results are timely processing of appeals filed with the Board and high-quality and independent processes, decisions and solutions on matters as specified in the *Municipal Government Act*.

Strategies

3.1 Maintain an appeal system that provides high-quality and independent processes, decisions and solutions.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Percentage of parties who appear before the Municipal Government Board who are satisfied or neutral regarding the Board's services and processes	83%	80%	80%	80%

Note:
Considering the environment of board hearings, in which 50 per cent of parties may receive an unfavourable decision, the Board will strive to attain the 80 per cent target.

GOAL FOUR

4 A province-wide public library network that provide access to quality information resources and other library services

What it means The Ministry supports public library services by providing the legal and policy infrastructure to implement services throughout the province. The Ministry also provides advice, training, consultation services and financial support to the library boards that deliver services at the local and regional levels.

Strategies

4.1 Provide financial support, policy and planning advice, training, and consultation to the Alberta Public Library Electronic Network, to facilitate access to quality public library information resources and services available physically and electronically.

4.2 Develop a strategic plan for public library service delivery that builds upon current strengths and partnerships.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
4.a Usage of public library services by adult Albertans	51%	53%	53%	53%

Core Business Two: Administer the Safety System to support the development and maintenance of safe and viable communities

GOAL FIVE 5 A comprehensive system of safety codes and standards that provides an appropriate level of public safety

What it means Municipal Affairs and its partners deliver effective community-focused public safety programs and services that include risk management elements and give Albertans confidence that their homes, buildings and facilities, and equipment such as elevators and electrical, heating and plumbing systems, are constructed and maintained to safe standards.

Strategies

5.1 Develop and implement changes to provincial codes and standards as emerging trends in fire incidents and other health and safety issues are identified.

5.2 In partnership with the Safety Codes Council and in collaboration with other government departments, municipalities, industry, and codes and standards writing organizations, maintain a framework of codes, standards and guidelines that meet the needs of Albertans and are harmonized with national and international models.

5.3 Address public safety and land-use planning issues associated with private sewage disposal systems.

5.4 Undertake a legislative review to identify opportunities to increase coordination with the municipal planning process, enhance the accountability framework and simplify the process for setting safety code standards.

5.5 Help municipalities and delegated authorities deliver effective community-focused safety services by providing them with performance monitoring and coaching assistance, and support the Safety Codes Council's implementation of the electronic permit system.

5.6 Assist municipalities and other eligible site owners with cleaning up current or former gas station sites contaminated by leaking underground petroleum storage tanks.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
5.a The percentage of assessed accredited municipal entities, corporations, agencies, and delegated administrative organizations administering the *Safety Codes Act* that achieve a satisfactory rating	97%	98%	98%	98%
5.b Tank Site Remediation Program – cumulative number of sites remediated	708	720	760	800

Core Business Three: Manage the effective coordination of the provincial emergency management system

GOAL SIX 6

A province-wide emergency management system that protects the people of Alberta, their property and the environment from the effects of emergency events

What it means The Alberta Emergency Management Agency, in collaboration with emergency management partners that include all Government of Alberta departments and agencies; municipalities and public, private, and volunteer fire and emergency response organizations; the federal government; First Nations; and industry, coordinates programs and initiatives that collectively reduce the impact of emergency events in Alberta.

Strategies

6.1 Increase the level of coordination the Alberta Emergency Management Agency provides to help its partners effectively collaborate within the provincial emergency management system.

6.2 Reduce preventable emergency events through collaboration with emergency management system partners on education, engineering and enforcement initiatives.

6.3 Prepare for emergency events by promoting best practices and helping emergency management system partners implement and sustain risk-based planning, training and testing programs.

6.4 Provide central coordination of provincial resources when required to respond to emergency events.

6.5 Deliver financial assistance to help Albertans and municipalities recover from disasters.

6.6 Begin the establishment of an interdisciplinary institute to promote a proactive response to potential emergencies.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
6.a Percentage of claims where a member of the damage assessment team arrives on-site within 30 days of a claim being received	100%	100%	100%	100%
6.b The level of preparedness as measured by the percentage of municipalities that have conducted an emergency management exercise in the last four years	91%	94%	94%	94%
6.c Fire deaths per 100,000 population (10-year moving average)	1.13	Less than or equal to 07-08 Actual	Less than or equal to 08-09 Actual	Less than or equal to 09-10 Actual

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Local Governments and Library Services	128,279	448,699	443,258	653,568	756,622	1,558,050
Safety System	15,732	36,217	16,297	20,486	12,906	13,417
Emergency Management System	13,738	11,820	60,698	17,284	17,537	17,911
MINISTRY EXPENSE	157,749	496,736	520,253	691,338	787,065	1,589,378

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	26,000	26,000	26,000	26,000	26,000	26,000
Transfers from Government of Canada	-	-	25,000	-	-	-
Premiums, Fees and Licences	459	116	399	406	380	380
Net Income from Commercial Operations	1,550	(133)	104	(1,039)	(1,011)	(177)
Other Revenue	2,332	2,148	2,278	2,072	2,092	2,206
MINISTRY REVENUE	30,341	28,131	53,781	27,439	27,461	28,409
EXPENSE						
Program						
Ministry Support Services	9,700	11,229	11,312	13,355	13,626	14,034
Local Government Services	97,804	415,966	407,605	619,009	721,735	1,522,753
Public Safety	13,303	33,499	13,458	17,262	9,618	10,032
Alberta Emergency Management Agency	12,049	9,929	58,723	15,042	15,250	15,556
Municipal Government Board	3,518	3,417	3,867	3,960	4,080	4,108
Library Services	20,864	22,496	24,664	22,510	22,556	22,695
Valuation Adjustments and Other Provisions	511	200	624	200	200	200
MINISTRY EXPENSE	157,749	496,736	520,253	691,338	787,065	1,589,378
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(127,408)	(468,605)	(466,472)	(663,899)	(759,604)	(1,560,969)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	30,341	28,131	53,781	27,439	27,461	28,409
Inter-ministry consolidation adjustments	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)
Consolidated Revenue	4,341	2,131	27,781	1,439	1,461	2,409
Ministry Expense	157,749	496,736	520,253	691,338	787,065	1,589,378
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**157,749**	**496,736**	**520,253**	**691,338**	**787,065**	**1,589,378**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(153,408)	(494,605)	(492,472)	(689,899)	(785,604)	(1,586,969)

Seniors and Community Supports

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

M Jablonski

Mary Anne Jablonski, *Minister of Seniors and Community Supports*
March 28, 2008

THE MINISTRY

The Ministry consists of the Department of Seniors and Community Supports and the Persons with Developmental Disabilities (PDD) Community Boards.

The Department includes three divisions: Seniors Services, Disability Supports, and Community Support Programs and Strategic Planning. Corporate functions support department-wide operations. The Department provides administrative, planning and research support to the Seniors Advisory Council for Alberta and the Premier's Council on the Status of Persons with Disabilities.

The PDD Community Boards are agents of the Crown as established by the *Persons with Developmental Disabilities Community Governance Act*. The Ministry continues to have some responsibility for seniors housing under the *Alberta Housing Act*.

VISION

A vibrant province where all Albertans live with dignity as full participants in society and experience the best possible well-being and independence.

MISSION

Enhance the independence, well-being and inclusion of seniors and persons with disabilities through programs, services, information, monitoring and strategic planning.

CORE BUSINESSES

Core Business 1:	**Provide targeted financial assistance**
Goal 1:	Seniors in need have access to financial assistance to support independence
Goal 2:	Albertans with a severe and permanent disability have access to financial assistance that enables them to become as independent as possible
Core Business 2:	**Plan, provide and coordinate supports and services for living in the community**
Goal 3:	Seniors and persons with disabilities have appropriate supportive living options
Goal 4:	The Ministry's health-related supports and services enhance independence and well-being
Goal 5:	Seniors and persons with disabilities have access to supports and services that enable them to participate in community life
Goal 6:	Safeguards for seniors and persons with disabilities are provided

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry of Seniors and Community Supports aligns with the following goals of the Government of Alberta Strategic Business Plan.

Government of Alberta Goal	Ministry Services
Goal 5: Albertans will be healthy	• Provide optical and dental programs to assist low- and moderate-income seniors with the cost of eyeglasses and dental treatment. • Assist individuals to maintain their independence with the provision of medical equipment through the Alberta Aids to Daily Living (AADL) program. • Implement accommodation standards for supportive living and long-term care facilities. • Facilitate supportive living options for seniors, including the Seniors Lodge Program. • Encourage public, private, and non-profit housing sectors to develop supportive living options that serve identified community needs through approved capital funding. • Provide health-related supports through the Assured Income for the Severely Handicapped (AISH) program.

Goal 6: Albertans will be independent and our children will be well cared for	• Provide a monthly living allowance to clients through the AISH program. • Deliver or support programs to enable persons with disabilities to participate in community life. • Provide services, information and safeguards that enhance the safety and security of adult Albertans. • Deliver financial supports for lower-income seniors through the Alberta Seniors Benefit and Special Needs Assistance for Seniors programs. • Provide information on government programs and services for seniors.

Government of Alberta Priority

The Ministry of Seniors and Community Supports is working with the Ministry of Health and Wellness to achieve the following government priority:

- *Increase access to quality health care and improve the efficiency and effectiveness of health care service delivery.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

In its strategic planning process, the Ministry recognizes the diversity and breadth of its client population. Identifying trends, challenges, and opportunities is an important part of setting the Ministry's strategic priorities. The following factors have influenced the Ministry in developing its goals, strategies and priorities:

1. An Aging Population Requires Effective Planning

Over the next decade, the number of Albertans aged 65 and over is projected to grow by more than 40 per cent as the baby boom generation begins reaching its senior years. Research indicates that future seniors will have different needs and expectations than current seniors. The growing number of seniors, and their changing needs, will require government, communities, families and individuals to plan now for tomorrow's seniors.

2. New Technologies Increase Independence

Advances in medical equipment and more effective drugs can significantly improve the quality of people's lives. New advances in medical equipment, such as power lifts, power beds, augmentative communication devices and prosthetics may assist Albertans to remain at home longer and enhance participation in the community. Government has the opportunity to develop flexible approaches that assist Albertans to access improved drugs or medical equipment to reduce or offset the need for more costly facility care.

3. Coordination Essential in Supporting Individuals with Complex Needs

The number of adults with disabilities who have difficulty coping due to multiple challenges is increasing. These challenges may include mental health issues that can result in difficulties such as accessing appropriate housing and support services. The needs of these clients may require extensive case management and coordination of services from multiple ministries and service providers. There is an opportunity for the Ministry to work with families, communities and other government partners to develop a range of coordinated supports and services to better assist individuals with complex needs.

4. Strong Economy Drives Employment and Rising Costs

Alberta's strong economic growth is leading to new employment opportunities for older workers and persons with disabilities. Labour shortages may motivate employers to develop options to recruit and retain mature workers, such as flexible work arrangements and employee benefit programs. The tight labour market is also resulting in opportunities for increased participation in the workforce for underemployed groups, such as persons with disabilities. The strong economy is also resulting in higher living costs. Many of the Ministry's clients have relatively low or fixed incomes with limited capacity to adjust to the cumulative effect of rising costs. In recent years, the rapid escalation of costs for housing, food, utilities and transportation has been particularly challenging for low-income households. Agencies and organizations that are funded or regulated by the Ministry are affected by both labour and cost pressures. There is increased difficulty attracting and retaining skilled workers, particularly in the health and human services sectors, and operating costs are rising.

5. Community Inclusion Improves Quality of Life

Accessing community-based supports allows individuals to live and participate in their communities where they may experience greater quality of life. Addressing barriers that affect the degree to which seniors and persons with disabilities can access accommodation, employment, or volunteer and recreational opportunities is a challenge for the Ministry. Government and communities have a shared role in fostering participation. There is an opportunity for the Ministry to develop partnerships with stakeholders to increase opportunities for community participation.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of external factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

BUILDING OUR QUALITY OF LIFE

1. **Improve quality, supply and client choice in the continuing care system**

   Linkage: Goals 1, 3, 4 and 6

   The Ministry will build on previous capital grant programs to facilitate the development of affordable supportive living options. In collaboration with Health and Wellness and other stakeholders, Seniors and Community Supports will create opportunities for innovation by removing barriers and considering incentives for developing an appropriate range of continuing care accommodation options. The Ministry will continue quality improvements by implementing accommodation standards in a greater range of continuing care settings.

2. **Support persons with disabilities' independence and self-reliance by providing increased employability incentives including an increase in the amount that can be earned by Assured Income for the Severely Handicapped (AISH) recipients from $1,000 to $1,500**

   Linkage: Goals 2, 4 and 5

   Seniors and Community Supports will work with Employment and Immigration to ensure that Ministry clients who wish to work have the opportunity and the supports to participate in Alberta's strong economy. The Ministry will coordinate and improve employment supports by refining existing programs and policies to remove barriers to employment for clients. The Ministry will provide increased employability incentives, including an increase in the amount that can be earned by individual Assured Income for the Severely Handicapped (AISH) recipients, with a corresponding increase for clients with families.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Provide targeted financial assistance

GOAL ONE 1

Seniors in need have access to financial assistance to support independence

What it means Income is a major determinant of health and well-being. Low-income seniors have limited ability to respond to the rapid increases in the cost of living that Albertans have experienced in recent years. Programs such as the Alberta Seniors Benefit and Special Needs Assistance for Seniors provide important income supplements to low-income seniors. Of the 364,000 Albertans aged 65 and older, approximately 40 per cent receive Alberta Seniors Benefit, an income-based program that provides monthly cash payments to eligible lower-income seniors. In addition, the Special Needs Assistance for Seniors program provides a lump-sum cash payment to eligible seniors who demonstrate they are experiencing difficulty in meeting one-time expenses. These income-based programs help seniors maintain their independence and continue as participating and contributing members of Alberta's vibrant communities. In addition, the Education Property Tax Assistance for Seniors program is available to assist senior homeowners with increases in the education tax portion of their property taxes.

The aging of the population will have implications for the ways in which the Ministry, and government as a whole, provide supports and services to seniors. A key focus for the Ministry is the development of mechanisms to forecast, plan for and model the needs of future seniors. These tools will help to inform policy and program development.

It is anticipated that tomorrow's seniors will have different circumstances and expectations than current seniors, including their participation in the labour force. Individuals and employers are interested in ways to facilitate a more gradual transition from work to retirement, as many people may opt to remain in the workforce on a part-time or seasonal capacity. The Ministry is working to support the efforts of its partners in considering flexible approaches to recruit and retain the experience and skills of mature workers, which will contribute to addressing labour force shortages facing the province.

Strategies

1.1 Forecast, plan for and model seniors' policies and programs to respond to the changing needs of seniors.

1.2 Support the work of the Demographic Planning Commission.

1.3 Collaborate with other ministries to develop information products that provide Albertans with retirement preparedness information, including financial planning.

1.4 Improve the responsiveness of targeted seniors' financial assistance programs.

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Difference between Alberta seniors' average total income and the national average for seniors' average total income	+13.4% (2005)	Exceed the national average	Exceed the national average	Exceed the national average
1.b Assessment time in working days for Special Needs Assistance for Seniors program applications	10 days (2006-07)	10 days	9 days	9 days

GOAL TWO

2 Albertans with a severe and permanent disability have access to financial assistance that enables them to become as independent as possible

What it means Income is one of the major determinants of health, well-being and independence, and some Albertans need access to financial assistance. Through the Assured Income for the Severely Handicapped program, the Ministry provides a monthly living allowance to help clients meet their needs. Over 36,000 Albertans with severe disabilities receive assistance from the AISH program, including 8,500 clients who receive personal benefits to help with extra monthly or one-time expenses. Approximately 50 per cent of AISH clients have other sources of income, such as employment income or Canada Pension Plan-Disability benefits, and the AISH living allowance supplements their income to help them meet their needs. For the remaining 50 per cent of AISH clients, the AISH living allowance is their only source of income. Together with other supports, such as the Persons with Developmental Disabilities program, this assistance helps persons with disabilities contribute to and participate in the community.

Participation in volunteer activities and employment helps persons with disabilities be included in the community and become more independent and self-reliant. The Ministry partners with Employment and Immigration, businesses and community agencies to provide a range of supports and services that assist persons with disabilities in preparing for, obtaining and maintaining work. The Ministry provides employment supports, such as job placement, follow up supports and supports to employers. Ministry programs are committed to helping persons with disabilities pursue employment to the extent they are able and assisting them to become as independent as possible.

Strategies

2.1 Remove barriers for persons with disabilities to participate in the community through employment or volunteer opportunities.

2.2 Increase the monthly earnings exemption for individual AISH clients, with a corresponding increase for clients with families.

2.3 Enhance employment-related supports available through Ministry programs.

2.4 Identify and implement ongoing improvements to financial assistance programs provided by the Ministry for persons with disabilities.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Percentage of AISH clients who agree that personal benefits help them live more independently than if they were unable to access these benefits	79%	80%	82%	85%

New Performance Measure Under Development:
Percentage of AISH clients who reported employment income.

Core Business Two: Plan, provide and coordinate supports and services for living in the community

GOAL THREE

Seniors and persons with disabilities have appropriate supportive living options

What it means The continuing care system is comprised of three streams: home living, supportive living and facility living (long-term care). Approximately 21,000 Albertans are accommodated in supportive living, which includes seniors' lodges funded through the Ministry, designated assisted living units and other supportive living environments. In addition, approximately 14,000 people live in long-term care facilities, including auxiliary hospitals and nursing homes. The Ministry works with stakeholders to foster the development of supportive living options that are appropriate for changing needs and life stages, with the goal of assisting seniors and persons with disabilities to live as independently as possible.

The Ministry facilitates the development of affordable supportive living projects for seniors and persons with disabilities. To enhance safety and quality of accommodation, the Ministry is also responsible for monitoring and enforcing accommodation standards for supportive living and long-term care facilities.

Strategies

3.1 Develop a plan and allocate approved capital funding to increase the supply of sustainable and affordable supportive living options.

3.2 Enhance the quality of accommodation in supportive living and long-term care facilities through mechanisms such as licensing, accreditation and public reporting.

3.3 Focus resources on the effective use and maintenance of provincially supported seniors' lodges.

3.4 Propose legislation and regulations governing supportive living accommodations.

3.5 In consultation with key stakeholders, explore innovative approaches to increase supply and choice in continuing care accommodation options.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Number of affordable supportive living units for aging in place developed with support from provincial funding	553	800	450	400

New Performance Measure Under Development:
Quality of accommodation services provided in supportive living and long-term care facilities, as indicated by the percentage of facilities reviewed that meet or exceed provincial standards.

GOAL FOUR 4

The Ministry's health-related supports and services enhance independence and well-being

What it means Health-related supports and services enhance well-being by enabling Ministry clients to maintain their independence in their homes and communities. These supports, including assistive technologies, can also help clients to achieve and maintain employment. To support these goals, the Ministry provides a number of programs and benefits, including the Alberta Aids to Daily Living program, health-related benefits through the AISH program, and dental and optical programs for seniors.

AADL helps Albertans of all ages who have a long-term disability, chronic illness or terminal illness maintain their independence through the provision of hearing and communication devices, medical/surgical supplies, mobility equipment, prosthetics and orthotics, custom footwear and seating, and respiratory equipment.

Health-related benefits for AISH clients include premium-free Alberta Health Care Insurance, eye and dental care, emergency ambulance services, prescription drugs, essential diabetic supplies, and exemption from AADL co-pay fees. The Ministry's dental and optical programs assist low- and moderate-income seniors with the cost of dental treatment and eyeglasses.

Strategies

4.1 Develop and implement a coordinated health benefits program to ease access and enhance accountability and sustainability.

4.2 Develop, implement and evaluate pilot projects for assistive technology to support independence.

Performance Measure	Last Actual (2005-06)	Target 2008-09	Target 2009-10	Target 2010-11
4.a Percentage of AADL clients who agreed that AADL helped them be more independent in their homes or residences	90%	n/a*	90%	n/a*

* Survey conducted every two years.

GOAL FIVE 5

Seniors and persons with disabilities have access to supports and services that enable them to participate in community life

What it means Participating in the community means being able to work, volunteer, take advantage of educational and recreational opportunities, and engage in other chosen activities. Communities play a key role in creating accessible and supportive environments. Family and other unpaid caregivers play a crucial role in assisting seniors and persons with disabilities to live and participate in the community. The Ministry works with partners to create awareness of barriers and to identify strategies to enable seniors and persons with disabilities to participate in community life.

The Persons with Developmental Disabilities Community Boards work to strengthen and promote long-term connections between persons with developmental disabilities and their community. Albertans with disabilities may also receive community support services through the Alberta Brain Injury Initiative and the Program Development for Persons with Disabilities Initiative. The AISH program provides clients with information and referrals to community programs.

The Ministry's clients, their families and service providers can access information through service coordinators in the community, the Seniors Information Line, Seniors Information Services Offices, publications and the Ministry's website. In addition, where possible, the Ministry provides information in alternate formats for persons with disabilities.

Strategies

5.1 Assist individuals and families in accessing information and navigating community resources.

5.2 Explore flexible funding options to achieve better outcomes for persons with developmental disabilities.

5.3 Enhance the coordination of supports and services for persons with disabilities.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
5.a Satisfaction of families/guardians of adults with developmental disabilities with PDD-funded services	83.4%	85%	n/a*	87%
5.b Percentage of people with brain injuries and/or other disabilities and their families/caregivers reporting they feel supported by the Alberta Brain Injury and Program Development for Persons with Disabilities (Gaps in Services) initiatives				
• Persons with brain injury and/or other disabilities	86%	90%	91%	92%
• Families/caregivers	83%	85%	86%	87%
5.c Satisfaction with the information services provided by the Seniors Information Line	91%	93%	93%	93%

* Survey conducted every two years.

Safeguards for seniors and persons with disabilities are provided

What it means A safe and secure environment is necessary for well-being and quality of life. The Ministry plays an important role in addressing the safety and security needs of adults who may be vulnerable to abuse and neglect. Safety and security must be balanced with supporting the rights of Albertans to direct their own lives. Through the *Protection for Persons in Care Act*, the Ministry investigates and responds to complaints of abuse of people receiving government-funded care services. Recommendations arising from investigations are aimed at improving the safety and well-being of Albertans. In addition, the Persons with Developmental Disabilities program has a protocol to address abuse of adults with developmental disabilities. The Office of the Public Guardian (OPG) administers *Dependent Adults Act* and *Personal Directives Act* legislation that protects vulnerable adults when they are not able to make their own personal decisions.

Elder abuse is a growing issue. Abuse affects both men and women from all income levels and cultural backgrounds. As the number of seniors increases, incidents of abuse are expected to rise. The Ministry works with other ministries, the Seniors Advisory Council for Alberta, other levels of government and community partners to assist seniors and raise awareness of elder abuse.

The OPG promotes dependent adults' autonomy through a range of decision-making services and provides supports to private guardians that encourage dependent adults to contribute to their own personal decisions whenever possible. The PDD program promotes better outcomes for persons with developmental disabilities through family and self-advocacy leadership initiatives that enhance an individual's ability to make personal decisions, including the supports and services they access.

Strategies

6.1 Improve and coordinate policies, programs and legislation to strengthen the Ministry's role in protecting adult Albertans.

6.2 Work with Ministry partners to prevent and raise awareness of elder abuse.

6.3 Implement substitute decision-making services that encourage adults with mental capacity limitations to participate in decisions and maintain their autonomy.

6.4 Deliver public education and other services to encourage Albertans to plan for the future through personal directives.

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
6.a Percentage of persons involved in Protection for Persons in Care investigations satisfied with the investigation process	57% (2006-07)	60%	63%	65%
6.b Satisfaction with supports and decision-making services provided by the Office of the Public Guardian of:				
• Private Guardians	92% (2005-06)	n/a*	90%	n/a*
• Service providers	87% (2005-06)	n/a*	90%	n/a*
• Dependent adults	88% (2005-06)	n/a*	90%	n/a*

* Survey conducted every two years.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Provide targeted financial assistance	677,824	795,774	739,558	831,540	860,929	876,722
Plan, provide and coordinate supports and services for living in the community	913,004	964,963	1,002,181	1,082,610	1,075,065	1,078,022
MINISTRY EXPENSE	1,590,828	1,760,737	1,741,739	1,914,150	1,935,994	1,954,744

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Transfers from Government of Canada	160,546	274,261	274,141	300,358	303,977	316,329
Investment Income	470	-	-	-	-	-
Premiums, Fees and Licences	1,420	1,140	1,140	1,000	1,000	1,000
Other Revenue	7,242	3,265	3,265	3,310	3,460	3,618
MINISTRY REVENUE	169,678	278,666	278,546	304,668	308,437	320,947
EXPENSE						
Program						
Assured Income for the Severely Handicapped	540,334	643,194	601,694	666,096	690,940	706,554
Support to Persons with Developmental Disabilities	501,612	525,770	540,770	570,875	607,409	610,207
Alberta Seniors Benefit	265,019	285,530	269,530	298,446	303,046	303,264
Seniors Dental and Optical Assistance	63,452	66,701	60,201	69,725	70,258	70,282
Special Needs Assistance for Seniors	23,455	26,969	25,969	27,084	27,142	27,185
School Property Tax Assistance	3,733	11,000	6,000	11,000	11,000	11,000
Seniors Lodge Assistance	32,197	36,120	31,120	32,120	32,120	32,120
Supportive Living and Long Term Care	2,478	8,231	5,231	5,950	6,043	5,360
Alberta Aids to Daily Living	89,836	92,248	100,248	97,884	98,041	98,155
Disability and Community Support Programs	11,998	18,816	13,816	21,321	21,497	21,625
Public Guardian Services	6,590	7,832	7,832	8,993	9,286	9,500
Ministry Support Services	6,733	7,922	7,924	8,864	9,017	9,297
Lodge Renovations and Repairs	-	-	-	15,600	-	-
Rural Affordable Supportive Living	27,054	-	23,100	2,000	-	-
Affordable Supportive Living Initiative	15,667	30,219	48,119	77,997	50,000	50,000
Valuation Adjustments and Other Provisions	670	185	185	195	195	195
MINISTRY EXPENSE	1,590,828	1,760,737	1,741,739	1,914,150	1,935,994	1,954,744
Gain (Loss) on Disposal of Capital Assets	(3)	-	-	-	-	-
NET OPERATING RESULT	(1,421,153)	(1,482,071)	(1,463,193)	(1,609,482)	(1,627,557)	(1,633,797)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	169,678	278,666	278,546	304,668	308,437	320,947
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	169,678	278,666	278,546	304,668	308,437	320,947
Ministry Expense	1,590,828	1,760,737	1,741,739	1,914,150	1,935,994	1,954,744
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**1,590,828**	**1,760,737**	**1,741,739**	**1,914,150**	**1,935,994**	**1,954,744**
Gain (Loss) on Disposal of Capital Assets	(3)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(1,421,153)	(1,482,071)	(1,463,193)	(1,609,482)	(1,627,557)	(1,633,797)

Service Alberta

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Heather Klimchuk, *Minister of Service Alberta*
April 4, 2008

THE MINISTRY

The Ministry is comprised of the Ministry of Service Alberta and has no other budgetary reporting entities.

Service Alberta is committed to delivering high quality co-ordinated business, financial, information and technology services to government ministries as well as offering a diverse range of services that touch the daily lives of all Albertans. This integrated approach, based on a broad corporate view of the government as one enterprise, enables government to act seamlessly and facilitate easy access to programs and services for all citizens.

When Albertans register a car, buy a house, register a birth, use a video conference link to a training session in another city, start a business or look for information about the province's consumer protection legislation, they are accessing some of the many services, products and information offered by the Ministry.

Service Alberta has a unique role in providing integrated and shared services to support ministries across government. The Ministry demonstrates best practices and provides excellence in collaborative service delivery by facilitating effective ministry partnerships in areas such as business, financial, information and technology services as well as government vehicles. The Ministry also provides support and guidance to both government and private entities on access and privacy legislation and on information management.

VISION

One government, one enterprise and one employer driving innovation and excellence in service delivery.

MISSION

Through building and maintaining trusted relationships with clients and partners, Service Alberta provides responsive, standardized and efficient shared services across government while delivering convenient, secure and timely access to programs and services for all Albertans.

Our Values:	**The values of the Alberta Public Service**
Respect	We foster an environment in which each individual is valued and heard.
Accountability	We are responsible for our actions and for contributing to the effectiveness of the Alberta Public Service.
Integrity	We behave ethically and are open, honest and fair.
Excellence	We use innovation and continuous improvement to achieve excellence.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Government of Alberta Goal	**Service Alberta**
Goal 1: Alberta will have a prosperous economy	• Service Alberta supports sustainable economic growth as an essential factor in maintaining and improving Albertans' overall quality of life. The Ministry sustains the momentum of Alberta's economy by: • facilitating over 18 million registry transactions for Albertans; and • promoting consumer confidence by reviewing and enforcing marketplace legislation to ensure it remains current and responsive.
Goal 4: Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally	• The Ministry supports this Government of Alberta goal by: • establishing a single enterprise approach to information technology development and operations for the Government of Alberta. • adopting innovative approaches to serving Albertans in an accessible, timely and efficient manner through a variety of mechanisms.

Goal 7: Alberta will be a safe place to live, work and raise families	• Service Alberta works directly to achieve this goal by promoting the increased privacy and security of personal and other information entrusted to government.

Government of Alberta Priorities

Service Alberta provides support to the Government priority to: *Provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

In preparing this business plan, the Ministry of Service Alberta considered the implications of a number of external and internal challenges and opportunities that could influence the Ministry's ability to implement strategies and to achieve its mission and goals. Through this business plan we intend to address these challenges and build on the opportunities for success.

Meeting Demands Posed by Rapid Growth:

As a result of a prosperous economy and the associated labour shortages, intense demands for infrastructure, and growing population, the Government of Alberta continues to face high expectations for increasingly efficient and effective ways of delivering programs and services. Service Alberta plays an important role in working with ministry partners in the development and delivery of initiatives that will help enhance service delivery and promote easy access to programs and services by Albertans.

Technology Changes:

Rapid changes in technology will continue to impact the global economy through increasing connectivity, providing some new jobs while eliminating others, establishing access to new markets, and raising security and privacy concerns. Within Alberta new technologies provide opportunities, such as SuperNet, to bridge the gap between rural and urban, and to efficiently deliver key services such as health care and learning across vast distances. The enhancement of key systems (e.g. Land Titles and Motor Vehicle registries) presents the challenge of simultaneously building and transitioning to new systems while continuing to provide outstanding service delivery to Albertans. Through the Information and Communications Technology Service Coordination Initiative, innovative use of information and communication technologies, a corporate approach to information management and business process re-engineering, and process standardization, ministries will be able to enhance the delivery of programs and services to Albertans while improving effectiveness and efficiency within the Government of Alberta.

Partnerships:

Collaboration with other ministries is vital to achieve Service Alberta's one-government vision. Co-operation in areas such as administration, finance, information technology, information management, payroll and benefits, and procurement services is essential for fiscal responsibility and to meet increasing public expectations for services from government. Working with ministry partners to increase clarity in roles, responsibilities and resource commitments, while establishing best practices and standards in pursuit of service delivery innovations, will enable the Government of Alberta to better serve Albertans.

Information Security, Integrity and Availability:
Heightened awareness of security and privacy issues has led to an increase in Albertans' expectations of government to safeguard their personal information. Service Alberta plays a critical role in ensuring that personal information stored by or transferred to the government remains confidential yet available to authorized users through reliable and proven technologies. The Ministry ensures that provincial privacy legislation is kept current. In addition, the Ministry collaborates with private sector organizations on the security of their systems to ensure document handling processes follow the *Personal Information Protection Act*, the province's private sector privacy legislation.

Up-to-Date Legislation and Policy:
Service Alberta is responsible for an extensive portfolio of legislation, consisting of 37 Acts and 78 Regulations, which must be kept current and responsive to emerging issues in order to protect and serve citizens in the dynamic environment of Alberta. The Ministry is undertaking major amendments to the *Real Estate Act*, *Funeral Services Act*, *Cemeteries Act*, *Land Titles Act* and a number of pieces of vital statistics legislation. The Alberta economy, like any other marketplace, is an intricate network of suppliers, purchasers, retailers and customers. Service Alberta is working to ensure the *Fair Trading Act* provides assurances that assist in building marketplace confidence by researching possible policy changes in a variety of sectors including the home inspection industry, payday lenders, timeshares/travel clubs, gift cards and the household moving industry.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

CREATING AND PROTECTING OUR OPPORTUNITIES

1. **Single enterprise approach to information technology**

   Linkage:
   Goals 1, 3, 4 and 5

   The Ministry is working to establish a single enterprise approach to information technology development and operations for the Government of Alberta. Initiatives under this priority will assist government in taking a strategic, enterprise-wide approach to managing information assets and information technology, thereby increasing the efficiency and effectiveness of service delivery to Albertans. Citizens will gain further benefits through enhanced integrity and transparency of the information each ministry provides to Albertans.

2. **Innovation in service delivery**

   Linkage:
   Goals 1, 2 and 5

   The Ministry is continually seeking improvement in service delivery, whether in person, by phone or through the Internet, to Albertans by creating innovative approaches, while maintaining information security and integrity. As the Alberta economy continues to thrive, the increase in demand for information and services from government is inevitable. Service Alberta will continue to engage ministry partners to obtain advice and continuously improve the quality and range of services provided. For example, the Ministry is encouraging and supporting the use of electronic business initiatives to make it easier for Albertans to access government. Service Alberta is working with other ministries to simplify and standardize electronic business processes, and to provide a single point of access to government for customers, vendors, partners, citizens and employees. Online registrations and licensing are cases where services have been developed to use the potential of the electronic business environment.

3. A one-government approach

Linkage: Goals 1, 3 and 5

Service Alberta is responding to the opportunities and challenges presented by the rapid growth in the province by adopting a broad, corporate view of the government as one enterprise. The Ministry is strengthening collaboration between ministries and streamlining processes and standards so that government operates seamlessly and can more efficiently deliver programs and services to Albertans from a citizen-focused perspective. By providing leadership in implementing standard tools and approaches to support the delivery of services to citizens, the Ministry will help transform the manner in which the government delivers services to citizens. Government ministries focus on their core businesses, while Service Alberta focuses on the enabling technology.

4. Ensure information is protected

Linkage: Goal 4

Service Alberta will lead the government-wide effort to ensure the privacy and security of personal and other information entrusted to government. The Ministry is responsible for administering privacy legislation which ensures information protection. With the increasing number of online services, there is a growing need to enhance security and protection of personal information collected by the Government of Alberta by improving business practices. This need has resulted in a number of initiatives that include the development of the Alberta Secure Access Service, which works to achieve efficient and effective protection of personal information.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Businesses

1. **Services to Albertans:** Registry and consumer services provided to Albertans include registering a car, house or starting a business, freedom of information and privacy, and consumer protection.
2. **Services to Government:** Corporate and shared services provided to government ministries in a standardized, efficient and effective manner.

Core Business One: Services to Albertans

GOAL ONE 1

Convenient and efficient services

What it means This goal reflects our commitment to provide secure, accessible, accurate and competitively priced services to Albertans.

The Ministry processes over 18 million transactions each year on behalf of Alberta consumers and businesses. These transactions occur through government offices, online access, and a province-wide network of more than 220 private registry agents. The maintenance and timely enhancement of registry systems is critical to ensure that the Ministry can meet customer expectations and continue to provide quality information and services. To promote integrity, resources are directed to ongoing security improvements, investigative oversight and performance monitoring, as well as training, guidance and policy development in support of the registry agent network. The Ministry is also responsible for pursuing continuous improvements relating to the efficiency and quality of service provided.

Service Alberta enables Albertans to access government information and services in a manner of their choice. Specific objectives are to provide Albertans with accessible, integrated and quality services from the Government of Alberta. Continuing to develop a citizen focused government will allow Albertans to easily find and access the information and services they need. Albertans will receive seamless, secure and consistent service across all delivery channels. Albertans' service needs and expectations will be addressed in a positive manner, based on choice, respect and timeliness.

Strategies

1.1 Improve service delivery, whether in person, by phone or through the Internet, to Albertans by creating innovative approaches, while maintaining information security and integrity.

1.2 Enhance the Ministry's registry systems to ensure business goals are supported effectively.

1.3 Undertake initiatives to validate and secure information held within the Ministry's registries.

1.4 Enhance compliance and accountability mechanisms that promote excellence in registry agent service delivery (e.g., Registry Agent Accountability Framework).

1.5 Develop a redesigned motor vehicle licence plate for Alberta.

1.6 Service Alberta and Alberta Transportation will complete a review of the driver and vehicle administration processes to assure best value for Albertans.

1.7 Leverage cross-ministry collaborative initiatives to benefit services delivered to citizens and identify opportunities to further develop streamlined service delivery by enhancing and engineering technology and program functionality (e.g., common case management technology).

1.8 Lead the implementation of BizPal, a fully-integrated website service for entrepreneurs to easily identify the required business permits and licences from all three levels of government in Alberta municipalities, and establish a mechanism for ongoing collaboration in citizen service transformation across the multiple levels of government.

1.9 Investigate and implement innovative initiatives to support and improve land titles service delivery, including updating the *Land Titles Act*.

1.10 Revamp vital statistics regulations and forms to maintain consistency with related legislation and other jurisdictions.

1.11 Participate in a variety of cross-jurisdictional and inter-ministry initiatives (e.g., implement the recommendations of the *Cross Jurisdictional Identity Management and Authentication Report*).

1.12 Implement a province-wide fraudulent document recognition program to enhance capacity to identify forged and altered documents.

1.13 Collaborate with other ministries to develop a business and service delivery model that will position Service Alberta to deliver more services on behalf of government.

1.14 Enhance the co-ordination and delivery of service channels to ensure Alberta has the best service delivery model to benefit citizens and government. Work with ministries to enhance service content and functionality through the Internet and the services offered through the Service Alberta call centre.

1.15 Improve access to Alberta's legislation through services provided to the public and legal professionals by the Queen's Printer.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Percentage of clients surveyed who are "satisfied overall" with the quality of service received through:				
• Ministry Contact Centre (registry-related)	78%	80%	80%	80%
• Registry Agents	87%	85%	85%	85%
1.b Percentage of clients surveyed who are "satisfied overall" with services provided by the Land Titles Registry	52%	60%	70%	75%
1.c Comparison of Alberta's fees to other jurisdictions to:				
• Renew registration on a Dodge Caravan	26% below	Maintain fees below the national average		
• Renew a driver's licence	29% below			
• Register a house with a mortgage[1]	83% below			
• Collection agency licence	33% below			
• Direct selling licence	15% below			
1.d Percentage of Albertans who are satisfied with access to Government of Alberta services and information	79%	80%	80%	80%
1.e Percentage of Albertans who are satisfied with the timeliness of Government of Alberta services and information	65%	72%	80%	80%

Note:

1 Data is taken from the Canadian Conference of Land Titles Officials annual study of registration costs associated with purchasing a $150,000 house with a $140,000 mortgage across all Canadian jurisdictions.

GOAL TWO

2

Informed consumers and businesses and a high standard of marketplace conduct

What it means An effective legislative framework is essential in supporting a dynamic and growing marketplace in Alberta. The Ministry's strong legislation, coupled with comprehensive business licensing requirements, contributes to a prosperous economy where consumers and businesses can be confident they are conducting business transactions in a fair environment. Marketplace awareness initiatives are targeted to both buyers and sellers with a focus on informing them of their rights and obligations and empowering them to help themselves. The Service Alberta call centre responds to inquiries and complaints. In addition, business trends and marketplace practices are reviewed proactively through research, inspection of regulated businesses and trust accounts, monitoring of complaints and targeted investigations. The Ministry represents the interests of residential, farm and small business consumers in Alberta's restructured utility markets through regulatory proceedings and mediates the resolution of consumer concerns on utility issues.

Strategies

2.1 Modernize consumer legislation – such as the *Cemeteries Act*, *Real Estate Act* and *Funeral Services Act*. Develop regulations under the *Fair Trading Act* – to address marketplace issues for Alberta's home inspection industry, payday lenders, timeshares/travel clubs, gift cards and the household moving industry.

2.2 Capitalize on international, national, provincial and delegated regulatory authority partnerships to undertake co-operative enforcement and policy development, and to enhance awareness of consumer protection initiatives.

2.3 Implement innovative consumer awareness initiatives that promote ethical business practices and enable consumers to make informed and responsible decisions. Initiatives include targeting resources to address the needs of vulnerable consumer groups, including those with limited language skills.

2.4 Expand the alternative dispute resolution service which handles landlord and tenant disputes without resorting to the courts.

2.5 Implement a renewed scope, mandate, structure, and governance model for the Office of the Utilities Consumer Advocate, by exploring alignment and collaboration with other consumer protection initiatives and organizations both within and outside Service Alberta.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Percentage of Ministry Contact Centre clients surveyed (consumer-related) who are "satisfied overall" with the quality of service received	77%	80%	80%	80%
2.b Percentage of clients surveyed who are likely to recommend field investigative services to a friend	84%	85%	85%	85%
2.c Percentage of clients surveyed who are satisfied with the quality of tipsheet information	80%	80%	80%	80%

Core Business Two: Services to Government

GOAL THREE

3

Improve the ability of ministries to deliver government programs and services

What it means Service Alberta is committed to driving innovation and streamlining processes across government to provide seamless, easily accessible and secure program and service delivery to Albertans. Service Alberta works collaboratively with other ministries across government to find better ways to serve the public.

Strategies

3.1 Work with other ministries to continue Alberta SuperNet progress by enabling high-speed broadband availability to schools, healthcare facilities, libraries and government facilities across Alberta.

3.2 Provide additional capacity within the existing data centres to meet immediate and short term business requirements. Formulate a long-term data centre strategy to meet evolving business requirements of the government as the existing data centres near the end of their life.

3.3 Work with ministries to implement the Information and Services Strategy for the Government of Alberta which will improve the value from the use of information and technology to support the delivery of programs.

3.4 Continue to implement the Information and Communications Technology Service Coordination Initiative's plan that is driving towards a common Government of Alberta approach in the delivery of shared information and communications technology infrastructure services.

3.5 Take a leadership role in the harmonization of standards and practices among federal, provincial, territorial, state and municipal governments, including work concerning the *Trade, Investment and Labour Mobility Agreement*, driver and vehicle licensing standards and consumer protection activity.

3.6 Work with Solicitor General and Public Security in the design, construction and implementation of the Alberta First Responder Radio Communication System network.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Percentage of government employees that use the GoA Domain[1]	47%	75%	100%	100%
3.b Number of organizations that use Alberta SuperNet for Internet Protocol Video conferencing[2]	118	135	145	155
3.c Number of adoptions by ministries of service bundles established by the Information and Communications Technology Service Coordination Initiative[3]	0	10	15	20

Notes:

1 The percentage of government employees that use the GoA Domain refers to employees who completely or partially receive common information and communication technology services including: messaging services, distributed file and print services, customer support services, and infrastructure management (the physical infrastructure, maintenance and support of servers, networks, desktop computers and systems software).

2 Organizations refer to Government of Alberta ministries, learning jurisdictions, health authorities and library associations. Internet protocol video conferencing enables video conferencing using Internet standards.

3 Each time that a ministry adopts a service bundle it counts as one adoption. Information and communications technology service coordination bundles include service desk, mainframe, utilities, and work site support bundles.

GOAL FOUR 4

Effective programs and services for information management, access to information and protection of privacy

What it means Service Alberta guides ministries in delivering their programs by providing a corporate framework for information management, access to information and protection of privacy. Specifically, the Ministry ensures that access and privacy legislation is effective and that support is provided to Government of Alberta entities, local public bodies and private-sector organizations that administer the legislation. These activities help protect Albertans' privacy and ensure they have appropriate access to information. Core information management services include administering the *Records Management Regulation*. Effective information management is promoted through the provision of advice, information resources and training.

Strategies

4.1 Accelerate the implementation of a corporate approach to information management and technology guided by the Information Management Framework.

4.2 Review existing legislation to determine if new legislation is required for the effective management of all information held across the Government of Alberta (e.g., electronic document management and workflow).

4.3 Address emerging issues in access to information and protection of privacy, and develop corporate approaches to protect the personal information of Albertans held by government.

4.4 Explore opportunities for further harmonization of access and privacy legislation across Canadian jurisdictions.

4.5 Establish consistent processes for data access and release of information from registries and enhance the oversight of account holders who search the Motor Vehicles registry.

4.6 Develop the government response to the recommendations of the Select Special Personal Information Protection Act Review Committee, and amend the *Personal Information Protection Act* as required.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
4.a Percentage of *Freedom of Information and Protection of Privacy Act* requests completed by government public bodies within 60 days or less	96%	90%+	90%+	90%+
4.b Percentage of *Freedom of Information and Protection of Privacy Act* requests handled without complaint to the Information and Privacy Commissioner	99%	90%+	90%+	90%+

GOAL FIVE 5

Excellence in delivering shared services to ministries and partners

What it means Service Alberta has a significant role in providing integrated and shared services to support ministries across government. Although the business of each ministry is different, the support functions are similar, making it possible to share these services and have one ministry provide these services across government. The Ministry works collaboratively to facilitate partnerships within the government in areas including business services, records and information management, financial and technology services.

Strategies

5.1 Develop a plan to leverage the combined buying power of the Government of Alberta and the broader public sector to achieve best value within a streamlined, standardized process.

5.2 Expand and standardize the usage of procurement cards to improve efficiency and optimize how the government obtains low value, high volume goods and services, and also explore the opportunities to use procurement cards for vehicle services.

5.3 Through the Alberta Government Integrated Management Information System (IMAGIS) enhance shared solutions for financial, human resources and procurement endeavours across government.

5.4 Develop a plan to optimize library services, explore a centralized location and new electronic opportunities to demonstrate innovation in service delivery.

5.5 Develop cross-government contracting standards, and implement a contracting framework to contract for supplies and services using standardized tools and best practices.

5.6 Refine, integrate and implement the delivery of shared services to other ministries/partners, and explore areas for improvement including common warehousing standards and surplus sales services.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
5.a Percentage of invoices paid electronically[1]	69%	75%+	80%+	85%+
5.b Percentage of clients satisfied with services received from Service Alberta[2]	70%	75%	77%	80%

Notes:

1 Electronically refers to invoices paid using Electronic Payment System, Exclaim, Procurement Cards and IMAGIS Recurring Vouchers.

2 Clients of Service Alberta include those receiving service from: Accounts Payable, Revenue, Pay and Benefits, Mail and Logistics, E-mail, Records Management, Library Service, Fleet Management and the Web Server Team.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Services to Albertans	58,812	68,323	69,088	72,477	74,935	76,138
Services to Government	243,572	249,890	254,655	260,355	264,915	267,370
MINISTRY EXPENSE	302,384	318,213	323,743	332,832	339,850	343,508

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Premiums, Fees and Licences						
Motor Vehicle Licences	341,403	331,846	362,051	365,021	377,797	391,020
Land Titles	68,214	69,658	81,470	79,596	77,765	75,977
Other Fees and Licences	19,572	19,457	20,551	21,270	22,014	22,785
Other Revenue						
Utilities Consumer Advocate	3,738	6,691	6,691	6,966	7,264	7,264
Other Miscellaneous Revenue	39,200	31,574	37,708	39,765	42,165	42,165
MINISTRY REVENUE	472,127	459,226	508,471	512,618	527,005	539,211
EXPENSE						
Program						
Ministry Support Services	14,134	13,405	13,479	13,866	14,424	14,657
Services to Albertans	55,559	65,000	65,845	69,035	71,333	72,463
Services to Government	231,476	238,724	243,335	248,847	253,009	255,304
Statutory Programs and Valuation Adjustments	1,215	1,084	1,084	1,084	1,084	1,084
MINISTRY EXPENSE	302,384	318,213	323,743	332,832	339,850	343,508
Gain (Loss) on Disposal of Capital Assets	(185)	-	-	-	-	-
NET OPERATING RESULT	169,558	141,013	184,728	179,786	187,155	195,703

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

		Comparable				
	2006-07 Actual	**2007-08 Budget**	**2007-08 Forecast**	**2008-09 Estimate**	**2009-10 Target**	**2010-11 Target**
Ministry Revenue	472,127	459,226	508,471	512,618	527,005	539,211
Inter-ministry consolidation adjustments	(35,591)	(29,343)	(35,477)	(37,834)	(40,234)	(40,234)
Consolidated Revenue	436,536	429,883	472,994	474,784	486,771	498,977
Ministry Expense	302,384	318,213	323,743	332,832	339,850	343,508
Inter-ministry consolidation adjustments	(35,591)	(29,343)	(35,477)	(37,834)	(40,234)	(40,234)
Consolidated Expense	**266,793**	**288,870**	**288,266**	**294,998**	**299,616**	**303,274**
Gain (Loss) on Disposal of Capital Assets	(185)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	169,558	141,013	184,728	179,786	187,155	195,703

CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

		Comparable				
	2006-07 Actual	**2007-08 Budget**	**2007-08 Forecast**	**2008-09 Estimate**	**2009-10 Target**	**2010-11 Target**
Services to Albertans	1,065	1,445	1,445	245	245	245
Services to Government	13,216	38,516	39,009	41,516	23,916	22,916
MINISTRY CAPITAL INVESTMENT	14,281	39,961	40,454	41,761	24,161	23,161

Solicitor General and Public Security

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Fred Lindsay, *Solicitor General and Minister of Public Security*
April 2, 2008

THE MINISTRY

The Ministry of Solicitor General and Public Security includes the Department of Solicitor General and Public Security, the Victims of Crime Fund, the Lottery Fund, and the Alberta Gaming and Liquor Commission as entities for budget reporting purposes, as well as the Law Enforcement Review Board, the Criminal Injuries Review Board, the Victims of Crime Program Committee and the Racing Appeal Tribunal.

The Department of Solicitor General and Public Security is comprised of two operational divisions – Correctional Services and Public Security. The Corporate Services Division, Special Projects, Aboriginal Justice Initiatives, Communications, Information Technology, Staff College and Human Resources Services provide support services to the Ministry.

The Alberta Gaming and Liquor Commission (AGLC) ensures that gaming and liquor activities are conducted effectively and with integrity, and in a socially responsible manner. It also endeavours to maximize the economic benefits of gaming and liquor activities in the province for the benefit of Albertans. The AGLC publishes its own business plan and annual report. They can be found on the AGLC website at www.aglc.gov.ab.ca.

The Law Enforcement Review Board is an independent, quasi-judicial body established under the *Police Act* that hears appeals from citizens who have filed a complaint regarding the actions of a police officer and are not satisfied with the disposition of their complaint. The Criminal Injuries Review Board considers requests for reviews concerning decisions on applications for financial benefits under the *Victims of Crime Act*. The Victims of Crime Program Committee makes recommendations on grant applications, with respect to programs and services that assist victims. The Racing Appeal Tribunal hears appeals arising from the rulings or directions of horse racing officials.

VISION

Albertans have safe and secure communities in which to live, work and raise their families.

MISSION

To work in partnership with Albertans to promote safe, secure communities through effective law enforcement, crime prevention, corrections and victim services and to ensure integrity, accountability and social responsibility in Alberta's gaming and liquor industries.

VALUES

The Ministry is committed to, and guided by the Government of Alberta's values of respect, accountability, integrity, and excellence.

In addition, the AGLC has adopted the following guiding principles for gaming and liquor in Alberta. These guiding principles are subject to ongoing review to ensure they continue to reflect Albertans' values.

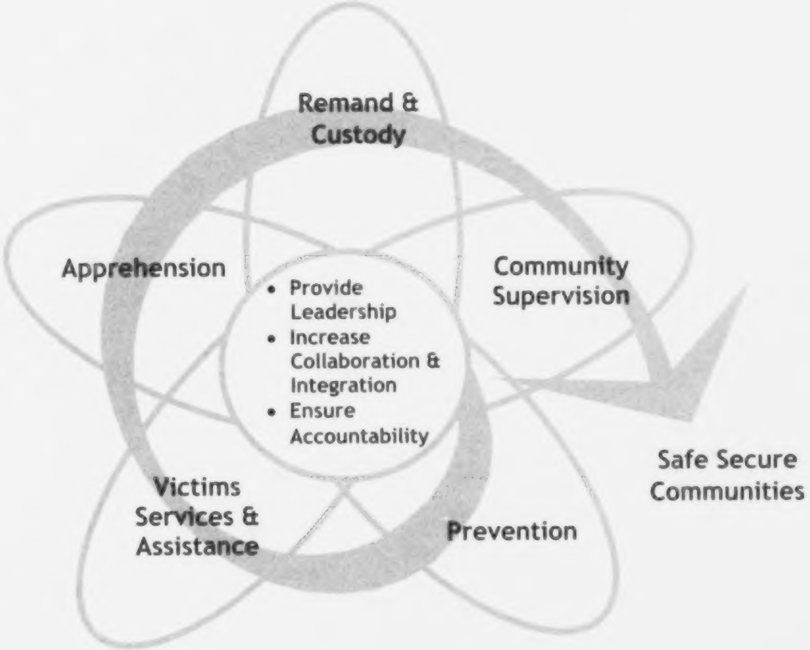
1. The integrity of gaming and liquor activities will be ensured.
2. Gaming and liquor policies and activities will reflect our commitment to social responsibility.
3. Gaming and liquor policies will be supported by sound research and consultation with the public and stakeholders.
4. The collection and use of gaming and liquor revenue will be open and accountable.
5. Gaming activities will provide quality entertainment to consumers and keep gaming dollars in Alberta.
6. Alberta's liquor industry will continue to be among the most progressive and competitive in the country and continue to lead the nation in terms of supply, distribution, pricing and customer service.
7. The financial return to eligible groups from charitable gaming and from ticket lotteries and electronic gaming is to be maximized for the benefit of Albertans.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Government of Alberta Strategic Business Plan	**Solicitor General and Public Security 2008-11 Business Plan**
Goal 6: Albertans will be independent and our children will be well cared for	**Goal 6:** Victims of crime receive assistance, information and support

Goal 7: Alberta will be a safe place to live, work and raise families	**Goal 1:** Leadership for effective and innovative law enforcement **Goal 2:** Crime prevention and safety programs support safe Alberta communities **Goal 3:** Secure and efficient custody and community supervision **Goal 4:** Offenders have the opportunity to access rehabilitative services and programs **Goal 5:** Officials and infrastructure in Alberta are safe and secure **Goal 7:** Liquor activities are conducted with integrity **Goal 8:** Alberta's gaming industry operates with integrity and benefits Albertans **Goal 9:** Liquor and gaming activities are conducted in a socially responsible manner
Government of Alberta Priority: Solicitor General and Public Security will work with the Justice on the following Government priority: • *Promote strong and vibrant communities and reduce crime so Albertans feel safe.*	

Solicitor General and Public Security Department Services Model


Remand & Custody
Apprehension
Community Supervision
• Provide Leadership
• Increase Collaboration & Integration
• Ensure Accountability
Safe Secure Communities
Victims Services & Assistance
Prevention

The Department delivers integrated services to achieve safe, secure communities by providing leadership, increasing collaboration and integration, and by ensuring accountability.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Changing Nature of Crime

Criminal activity is becoming increasingly complex (global in scale, using more sophisticated technology). Criminals increasingly use new technology to commit crimes and are not constrained by geographic boundaries. The production and sale of illicit drugs, organized crime, gangs, internet crime, and identity theft are examples. Family violence, and violent crime in general, including its impact are drawing greater awareness and attention from the public. Compounding these issues is the province's population growth, resulting from a strong provincial economy. While population growth has contributed to an increase in the total number of criminal incidents and the resulting victimization, the crime rate has remained stable. The Ministry is working with partners, stakeholders and communities throughout the province to address criminal activity and the significant representation of Aboriginal people in the criminal justice system.

Law Enforcement

The impact of crime on society and how law enforcement agencies conduct their enforcement activities are of concern to the public. Discussions with law enforcement agencies will be initiated to develop a simplified complaint and disciplinary process. The growth in the use of international private security companies has created a need to standardize their conduct. The Ministry is also continuing to address public concern of enforcement accountability by developing model policies for police commissions and training and development for those involved in the civilian oversight of police.

Crime Prevention

The principles of crime prevention are supported as a necessary and viable adjunct to law enforcement. Promoting grassroots crime prevention programs ensures that communities have opportunities to participate in the justice process and are empowered to address local crime concerns. Educational materials and training opportunities are needed to enhance community crime prevention programs related to family violence, child exploitation, human trafficking, violence in and around premises licensed to serve liquor, and victim programs. Substance abuse and family stress are both increasing the need for a greater number and variety of prevention programs. The Ministry continues to work with partners including Aboriginal communities and mental health and substance abuse service providers to develop and deliver materials and programs.

Victims

The Ministry and community partners continue to work toward increasing public awareness of victims' programs and services. Media campaigns will continue informing communities and victims regarding victims' programs. In addition, the Ministry continues to collaborate with stakeholders to increase the province's capacity to deliver specialized services to victims of crime with unique needs. This includes expanding and enhancing services available to Aboriginal and immigrant victims who may face language and cultural barriers when accessing victim services, as well as expanding services for victims of specific types of crime such as domestic violence and sexual assault. Through these continued partnerships and public awareness campaigns the Ministry is working toward assisting victims to have a more meaningful role in the criminal justice system.

Corrections

Along with the changing nature of crime, the characteristics of the individuals committing crimes are changing as well. Correctional institutions must deal with more gang affiliated offenders, a large number of admissions with significant mental health disorders, and a rapidly growing remand population. Supervision of remanded persons is more staff intensive due to unresolved acute addictions, mental health, family conflict and gang related issues, as well as the anxiety related to the processing of the charges against them. The changing offender profile and custody population increase require additional training for correctional peace officers and enhanced bed-space capacity. New federal legislative changes, such as the recently passed Bill C-9, will result in fewer offenders being eligible for conditional sentences, which will increase population pressures at correctional centres. Other proposed changes to federal legislation may also increase Alberta's custody population over the next few years.

Populations at correctional centres have increased by approximately 40 per cent since 2000-01 and are projected to increase another 37 per cent between 2007 and 2011. Alberta is preparing a blueprint for the future of corrections to address current and future population pressures, implement evidence-based correctional practices and explore the efficacy of the current community supervision model. The Ministry has also begun work related to a new and larger Edmonton Remand Center that is expected to open in 2011.

Responsible Management of Alberta's Gaming and Liquor Industries

Albertans expect the gaming and liquor industries to continue to operate with integrity and accountability, and to balance choice with responsibility. The AGLC will continue to work with stakeholders and Albertans to develop appropriate policies and innovative programs to ensure integrity and accountability and to promote the responsible use of gaming and liquor products.

The AGLC will ensure the integrity of the liquor industry by investigating potential threats to ongoing operations and taking a more active role in the management of the liquor supply chain to ensure stability of the supply chain. With the short-term recommendations resulting from the Liquor Supply Chain Review now implemented, including performance measures for the private sector contractor managing the warehousing operations, the focus will shift to implementation of a long-term strategy during this business planning cycle.

The AGLC will continue to ensure the responsible management of its gaming industry. The current gaming industry is operating in the context of a strong provincial economy and increasing population. Growth of the gaming industry must continue to be carefully managed and controlled through rigorous licensing and evaluation processes.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry and will have significant impact on the Ministry's Core Businesses.

BUILDING OUR QUALITY OF LIFE

1. **Policing Framework** **Linkage:** **Goals 1 and 2**	Coordinate policing services to maximize effectiveness and efficiency of service delivery. Provide law enforcement leadership by developing a policing framework that addresses the dimensions of service delivery, governance and funding together to ensure effective coordination of federal, provincial and municipal enforcement and public security agencies such as police, sheriffs, community peace officers, and private security providers.

2. **Additional Police Officers**

   Linkage:
   Goals 1 and 2

   Add 300 additional police officers over the next three years. Discuss options for achieving this priority with the various policing agencies in the province.

3. **Reduce Crime and Support Safe Communities**

   Linkage:
   Goals 1, 2, 3, 5, 7, 8 and 9

   Work with partners, stakeholders and communities to implement recommendations from the Crime Reduction and Safe Communities Task Force Report to achieve a future in which Albertans will experience less crime, feel less fearful of crime and make their communities safer places to live and work. The ministry will focus on enforcement and prevention by adding more police and probation officers to address the serious problem of repeat offenders; adding more inspectors to enhance enforcement of the *Gaming and Liquor Act*; soliciting municipal input for policing strategies; encouraging, and partnering with municipalities and Alberta's First Nations to develop safe community strategies; participating in the Crime Reduction Secretariat; and developing a strategy to foster sensible alcohol use and reduce alcohol-related harm in our province.

4. **Safer Communities and Neighbourhoods**

   Linkage:
   Goals 1, 2 and 5

   Establish a Safer Communities and Neighbourhoods Investigative Unit to target organized crime, as part of the implementation of the *Safer Communities and Neighbourhoods Act*.

5. **Coordination of Law Enforcement Support Services**

   Linkage:
   Goals 1, 3 and 6

   Work with stakeholders to improve program effectiveness, information sharing and communications by implementing innovative technologies at the program level and by adopting common technology approaches to improve intelligence sharing across programs. These changes will enable: linking of first responder radio systems; increasing information sharing by establishing the Alberta Police Integrated Information Initiative; and streamlining law enforcement training for peace officers and police officers through the establishment of a Police and Peace Officer Training Centre.

6. **Implement the Blueprint for the Future of Corrections**

   Linkage:
   Goals 3 and 4

   Review and, where appropriate, enhance offender risk and needs assessment tools. Research best offender behavior management practices such as Motivational Interviewing and direct supervision and ensure that inmate programming, discipline and management is consistent with best practices. Explore opportunities to enhance recruitment, retention and training of employees. Continue to implement plans to address current and projected population pressures in remand and correctional centres and work with justice partners to identify possible solutions to reduce adult custody populations without negatively impacting public safety. Innovative technology will support the expansion of videoconferencing and offender electronic monitoring and be incorporated in the design and operation of the new Edmonton Remand Centre.

7. **Enhance Law Enforcement Oversight**

   Linkage: Goal 1

   Improve the ability of civilian oversight and governance bodies to ensure police and peace officer accountability and to increase public confidence in police and the justice system. This includes the development of new approaches, training programs, and legislation.

8. **Ensure that Victims of Crime have a Meaningful Role in the Criminal Justice System**

   Linkage: Goal 6

   Assist victim services organizations to provide a more meaningful role for victims in the criminal justice system and to identify opportunities to implement strategies for the provision of improved services for victims of crime in all Alberta communities. Work with community partners to enhance community capacity to respond to victims of crime.

9. **Manage Growth in the Liquor and Gaming Industries**

   Linkage: Goals 7 and 8

   With increasing numbers of Albertans and more disposable income per capita, more liquor is being sold and leisure activities such as gaming are attracting more participants. In its strategic decisions, the AGLC weighs (1) integrity, (2) social responsibility, (3) Albertans' right to personal choice, and (4) economic benefits. Private sector and non-profit organizations continue to have opportunities to participate in Alberta's gaming industry. Growth in gaming facilities is carefully managed and controlled through rigorous licensing and evaluation processes. Applicants must have a detailed business and marketing plan and must also demonstrate that they have considered community impacts. In addition, the AGLC continues to monitor Alberta's liquor warehousing and distribution supply chain, and takes an active role to ensure the needs of stakeholders are met.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Law Enforcement and Crime Prevention

GOAL ONE

Leadership for effective and innovative law enforcement

What it means The Ministry ensures adequate and effective policing in the province by providing provincial policing through the RCMP and municipal policing assistance grants to municipalities. In addition, the province develops and monitors policing standards, advises and monitors civilian oversight bodies, establishes partnerships, coordinates province wide policing and enforcement initiatives and works with other levels of government. The province also oversees peace officers and private security personnel, as well as supports police through the Sheriff program.

Strategies

1.1 Provide civilian oversight for all policing and other law enforcement activities across Alberta through the administration, review and refinement of provincial legislation, policy and standards.

1.2 Ensure effective policing through the provision of the Provincial Police Service Agreement and the Municipal Policing Assistance Grants and Aboriginal policing programs.

1.3 Lead the development and coordination of law enforcement partnerships such as the Integrated Response to Organized Crime and Integrated Child Exploitation teams through Alberta Law Enforcement Response Teams to address organized crime, illicit drugs including crystal methamphetamine, and other critical criminal activity pressures.

1.4 Develop the Policing Framework to clarify roles and responsibilities in administering policing activities in Alberta.

1.5 Work with policing partners and stakeholders to introduce common technology to facilitate information integration and interoperability across law enforcement agencies (e.g. integrated police information and networked radio system).

1.6 Supplement policing activities with Sheriffs performing duties such as traffic safety, investigative support, special investigation and warrant apprehension.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a **Victimization Rate** The percentage of Albertans who have reported being a victim of crime in the past year[1]	25%	25%	25%	25%
1.b **Property Crime Rate** The rate (per 100,000 pop) of property crime as reported by police[2]	4,480 (25% higher than the national rate) National rate 3,588	Lower than or equal to the national rate		
1.c **Violent Crime Rate** The rate (per 100,000 pop) of violent crime as reported by police[2]	1,101 (16% higher than the national rate) National rate 951	Lower than or equal to the national rate		

Sources:

1 Annual Public Opinion Survey

2 Crime Statistics in Canada, Canadian Centre for Justice Statistics

GOAL TWO

2

Crime prevention and safety programs support safe Alberta communities

What it means In order to be proactive in addressing crime and public safety in the province, the Ministry works extensively with communities, various levels of government and other agencies to foster locally effective crime prevention and community safety programs.

Strategies

2.1 Provide education, awareness, training and funding for community crime prevention programs.

2.2 Develop partnerships with other government agencies, local communities and policing services to deliver crime prevention and restorative justice programs and other local crime reduction solutions.

2.3 Implement government accepted recommendations from the Crime Reduction and Safe Communities Task Force Report, including implementation of the *Safer Communities and Neighbourhoods Act*.

2.4 Develop and implement the Critical Community Safety Initiative to identify communities with critical safety, crime, and policing issues and to assist these communities in responding to those issues.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a **Public Perception of Safety in the Home** The percentage of Albertans who feel "reasonably safe" to "very safe" in their home after dark[1]	93%	No lower than 90%		
2.b **Public Perception of Safety in the Neighbourhood** The percentage of Albertans who feel "reasonably safe" to "very safe" walking alone in their area after dark[1]	75%	82%	82%	82%

Source:

1 Annual Public Opinion Survey

Core Business Two: Custody, Supervision and Facilitation of Rehabilitative Opportunities for Offenders

GOAL THREE 3

Secure and efficient custody and community supervision

What it means The Ministry ensures young and adult offenders are effectively and efficiently supervised in the community, securely held in custody, and safely transported.

Strategies

3.1 Use alternate approaches to address remand population pressures in the province such as partnerships with the Correctional Service of Canada to house offenders.

3.2 Enhance the safety of the community through the effective enforcement of court orders and supervision of community and in-custody offenders.

3.3 Provide safe and secure transport of offenders.

3.4 Implement a corrections blueprint that will guide the future of provincial corrections.

3.5 Continue to implement new and innovative solutions to managing offender populations including initiatives such as building of a new Edmonton Remand Centre and expansion of the electronic monitoring pilot program.

3.6 Improve public, staff and offender safety through the development of integrated offender management information systems.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a **Successful Completion of Temporary Absence Supervision** The percentage of offenders on temporary absence who do not incur a new criminal charge while under supervision[1]	99.7%	No lower than 99%		
3.b **Per Diem Cost for Housing Adult Offenders in a Correctional Facility**[2]	$108.72 – the second lowest cost per diem per offender in Canada (2004-05)	To be among the four jurisdictions that have the lowest cost per diem per offender in Canada		

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.c **Number of Escape Incidents From Secure Custody (within a correctional facility) or During Transport**[3]	2	0	0	0

Sources:

1 Administrative data, Correctional Services Division

2 Canadian Centre for Justice Statistics, Adult Correctional Services in Canada, 2004-05. Per diem costs do not include costs incurred by other ministries, community corrections or community purchased services

3 Administrative data, Correctional Services and Public Security Divisions

GOAL FOUR 4

Offenders have the opportunity to access rehabilitative services and programs

What it means While under Ministry supervision (community and custody), offenders are offered the opportunity to participate in a variety of rehabilitative programs. While the onus for change rests with the individual, it is believed that the change process can be facilitated through providing offenders with assistance and opportunities that promote positive and productive behaviours.

Strategies

4.1 Provide offenders access to a variety of rehabilitative services, mental health services, specialized treatment programs, education programs and life skills training.

4.2 Explore the efficacy of the current community supervision model and expanding the Temporary Absence Program without compromising public safety.

4.3 Support the Alberta Children and Youth Cross-Ministry Initiative by ensuring that provincial supports for youth in transition are comprehensive, integrated and effective in meeting the needs of youth at risk.

4.4 Ensure training content for front line staff is current, reflects best practices and is aligned with Ministry priorities.

4.5 Enhance the medical and mental health services available to offenders by focusing on delivery models and governance to respond to existing and future needs.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
4.a **Percent of Incarcerated Offenders Involved in Work, Education, Treatment or Life Management Programs**[1]	88%	No lower than 85%		

Source:

1 Administrative data, Correctional Services Division

Core Business Three: Protection Services for Officials, Facilities and Infrastructure

GOAL FIVE

5

Officials and infrastructure in Alberta are safe and secure

What it means The Ministry is responsible for security of government officials, property and operations, including court and legislature security. It is also responsible for counter-terrorism, intelligence and crisis management planning in coordination with federal, provincial and municipal governments, and industry partners and stakeholders.

Strategies

5.1 Provide protection services for government and judicial officials, property and operations.

5.2 Provide coordinated security information sharing mechanisms among private industry and government stakeholders, law enforcement and intelligence agency partners.

5.3 Provide crisis management programming through critical infrastructure identification, security risk awareness and notification services, to ensure appropriate steps are taken in the event of an intentional threat.

5.4 Work with government entities to conduct security audits and to establish security standards for government owned and leased buildings.

5.5 Assist industry in its crisis management planning and preparedness.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
5.a **Satisfaction with Services or Information from the Alberta Security and Strategic Intelligence Support Team (ASSIST)**[1]	85%	87%	87%	87%

Source:

1 Client Satisfaction Survey, Public Security Division

Core Business Four: Victims Programs and Services

GOAL SIX

6

Victims of Crime receive assistance, information and support

What it means The Ministry ensures that eligible victims of crime receive prompt financial benefits and assists community groups and organizations to meet the needs of victims of crime. Work in the Ministry will also focus on implementation of the government-approved recommendations from the MLA Report of the Alberta Victims of Crime Consultation.

Strategies

6.1 Provide prompt financial assistance for eligible victims through the Financial Benefits Program.

6.2 Provide funding through the Victims of Crime Fund Grant Program to eligible groups and organizations that provide programs and initiatives that benefit victims of crime.

6.3 Build capacity for the provision of enhanced victim services within community groups, Aboriginal and isolated communities.

6.4 In consultation with key stakeholders, develop new programs for victims of crime, such as the provision for counselling services and financial assistance for attending specified court proceedings.

6.5 Implement an enhanced accountability framework for police-based programs and develop an enhanced framework for community programs.

6.6 Enhance training for victim service unit coordinators, volunteer advocates and criminal justice professionals.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
6.a **Satisfaction with Services Provided by employees and volunteers within the criminal justice system**[1] (based on a five-point rating scale)	3.99	4.00	4.00	4.00

Source:

1 Client Satisfaction Survey, Public Security Division

Core Business Five: Regulate Liquor and Gaming in Alberta and Encourage Social Responsibility

GOAL SEVEN

Liquor activities are conducted with integrity

What it means The Ministry is committed to ensuring Alberta's liquor industry will continue to be progressive, while balancing choice with social responsibility. The Ministry, through the AGLC, regulates the liquor industry through the provisions of the *Gaming and Liquor Act* to ensure that liquor activities are conducted with integrity and to encourage the responsible sale and consumption of liquor.

Strategies

7.1 Conduct regular reviews of policies in consultation with stakeholders to protect the integrity of liquor activities and to ensure Alberta's liquor industry remains socially responsible, progressive and competitive and meets current and future consumer demands.

7.2 Implement the action plan developed in response to the 2005-06 Roundtables to address the issue of violence in and around licensed premises in collaboration with police services, municipalities, and industry stakeholders.

7.3 Ensure stability in the liquor supply chain and that liquor policies protect the interests of Albertans and maximize benefits to them by ensuring all liquor revenues are collected and distributed in a timely manner and in accordance with legislation and AGLC policy.

7.4 Together with Finance, review provincial liquor mark-up policy to ensure consistency with overall government revenue policies.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
7.a **Percentage of Albertans satisfied with the conduct of the liquor business in Alberta**[1]	79%	80%	80%	80%

Source:

1 Survey of Albertans, Alberta Gaming and Liquor Commission

GOAL EIGHT 8

Alberta's gaming industry operates with integrity and benefits Albertans

What it means The Ministry is committed to ensuring Alberta's gaming industry operates with integrity while offering quality gaming entertainment choices to Albertans and providing economic benefits to charities. The Ministry, through the AGLC, regulates the gaming industry through the provisions of the *Gaming and Liquor Act* and Regulations and ensures the government portion of revenue from provincial lotteries is directed to the Alberta Lottery Fund.

Strategies

8.1 Monitor emerging trends and Albertans' attitudes toward gaming.

8.2 Conduct regular reviews of policies in consultation with stakeholders to ensure the integrity of gaming activities and to ensure that quality gaming products and services continue to be delivered in a socially responsible manner consistent with the expectations of Albertans.

8.3 Inform Albertans about the Alberta Lottery Fund and how funds significantly benefit communities across Alberta.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
8.a **Percentage of Albertans satisfied with the conduct of legal gaming in Alberta**[1]	74%	70%	70%	70%

Source:

1 Survey of Albertans, Alberta Gaming and Liquor Commission

GOAL NINE 9

Liquor and gaming activities are conducted in a socially responsible manner

What it means The Ministry, through the AGLC, partners with the Alberta Alcohol and Drug Abuse Commission (AADAC), other government ministries, industry and other stakeholders to develop, implement and evaluate policies and innovative programs to promote the responsible use of liquor and gaming products. Examples include the #TAXI cell phone calling service, the Alberta Server Intervention Program, and awareness campaigns to discourage drinking and driving personal watercraft and off-road vehicles. Also, the Deal Us In program for casino and racing entertainment centre staff, the VLT Responsible Gambling Awards for VLT retailers, and the Voluntary Self-Exclusion Program are examples of initiatives that promote responsible gaming.

Strategies

9.1 Work in collaboration with the liquor industry, AADAC, government ministries, and other stakeholders to develop initiatives that encourage the responsible sale and consumption of liquor.

9.2 In partnership with AADAC, develop and implement an Alberta Alcohol Strategy.

9.3 Work in collaboration with the gaming industry, other jurisdictions, AADAC and other stakeholders to develop, implement, and evaluate new initiatives that encourage responsible gaming.

9.4 Evaluate current responsible gaming initiatives to assess their effectiveness in encouraging responsible gaming behaviour.

9.5 Work with AADAC and the gaming industry to enhance the Voluntary Self-Exclusion Program and ensure gaming retailers incorporate responsible gaming information and programs in gaming venues.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
9.a **Percentage of Albertans satisfied that liquor is provided in a responsible manner**[1]	95%	95%	95%	95%
9.b **Percentage of Albertans satisfied that the gaming activity they participated in was provided fairly and in a responsible manner**[1]	93%	95%	95%	95%

Sources:

1 Survey of Albertans, Alberta Gaming and Liquor Commission

EXPENSE BY CORE BUSINESS

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Law Enforcement and Crime Prevention	233,895	255,745	253,665	286,128	289,473	292,371
Custody, Supervision and Facilitation of Rehabilitative Opportunities for Offenders	175,103	188,870	193,706	213,168	224,795	235,255
Protection Services for Officials, Facilities and Infrastructure	23,693	45,902	47,243	55,335	62,293	63,934
Victims Programs and Services	18,628	18,861	22,109	26,588	27,125	27,219
Regulate Liquor and Gaming in Alberta and Encourage Social Responsibility	1,548,790	1,454,407	1,570,407	1,522,418	1,598,185	1,616,818
MINISTRY EXPENSE	2,000,109	1,963,785	2,087,130	2,103,637	2,201,871	2,235,597

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Transfer from Government of Canada	20,696	20,987	20,967	21,287	21,347	21,347
Investment Income	16,029	6,500	13,200	7,000	7,000	7,000
Premiums, Fees and Licences	418	350	779	500	2,229	1,728
Net Income from Commercial Operations	2,192,105	2,090,770	2,220,770	2,196,907	2,286,202	2,318,041
Other Revenue	21,657	20,690	27,591	28,598	29,982	30,895
MINISTRY REVENUE	2,250,905	2,139,297	2,283,307	2,254,292	2,346,760	2,379,011
EXPENSE						
Program						
Ministry Support Services	18,000	23,041	23,239	24,719	25,877	26,356
Public Security	255,889	292,189	291,690	332,701	343,184	347,801
Correctional Services	158,077	175,973	180,512	198,175	208,496	218,395
Gaming Research	1,528	1,600	1,600	1,600	1,600	1,600
Victims of Crime	17,916	17,908	21,015	25,357	25,862	25,960
Valuation Adjustments and Other Provisions	1,437	267	267	267	267	267
Lottery Fund Payments to Other Ministries	1,547,262	1,452,807	1,568,807	1,520,818	1,596,585	1,615,218
MINISTRY EXPENSE	2,000,109	1,963,785	2,087,130	2,103,637	2,201,871	2,235,597
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	250,796	175,512	196,177	150,655	144,889	143,414

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	2,250,905	2,139,297	2,283,307	2,254,292	2,346,760	2,379,011
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	2,250,905	2,139,297	2,283,307	2,254,292	2,346,760	2,379,011
Ministry Expense	2,000,109	1,963,785	2,087,130	2,103,637	2,201,871	2,235,597
Inter-ministry consolidation adjustments	(1,547,262)	(1,452,807)	(1,568,807)	(1,520,818)	(1,596,585)	(1,615,218)
Consolidated Expense	**452,847**	**510,978**	**518,323**	**582,819**	**605,286**	**620,379**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	1,798,058	1,628,319	1,764,984	1,671,473	1,741,474	1,758,632

CAPITAL INVESTMENT BY PROGRAM
(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Support Services	2,203	23,894	32,213	23,790	15,161	14,400
Public Security	4,089	305	305	500	755	755
Correctional Services	203	150	150	150	150	150
Victims of Crime	50	25	25	25	25	25
MINISTRY CAPITAL INVESTMENT	6,545	24,374	32,693	24,465	16,091	15,330

Sustainable Resource Development

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Ted Morton

Ted Morton, *Minister of Sustainable Resource Development*
April 4, 2008

THE MINISTRY

The Ministry of Sustainable Resource Development consists of the Department of Sustainable Resource Development and the Natural Resources Conservation Board. The Ministry also includes the Surface Rights Board and the Land Compensation Board, which are included in the department's consolidated financial statements for reporting purposes. It is also responsible for the Environmental Protection and Enhancement Fund. As the province's primary manager of public lands, forests, fish and wildlife, the Ministry works with industries, communities and Albertans to provide integrated resource policy, allocate resources and assure resource stewardship.

VISION

Alberta's lands, forests, fish and wildlife benefit present and future Albertans.

MISSION

Sustainable Resource Development encourages balanced and responsible use of Alberta's natural resources through the application of leading practices in management, science and stewardship.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Government of Alberta Goal 1: Alberta will have a prosperous economy
Sustainable Resource Development links to this government goal through its work on Alberta's Land-use Framework and its aggressive action to protect the health of Alberta's forests, particularly from mountain pine beetle infestation. Sustainable Resource Development also supports this goal with its many strategies to promote balanced and responsible use of Alberta's land, forests, fish and wildlife to sustain them for future generations and support economic development.

Government of Alberta Goal 3: The high quality of Alberta's environment will be sustained
Sustainable Resource Development links to this government goal through its work in leading Government of Alberta efforts to conserve biological diversity and enable sound management of Alberta's natural resources on a sustainable basis.

Government of Alberta Goal 7: Alberta will be a safe place to live, work and raise families
Sustainable Resource Development links to this government goal by protecting Alberta's forests and forest communities from wildfires and safeguarding Albertans and their property from dangerous encounters with wildlife.

Government of Alberta Priorities
Sustainable Resource Development will work with other ministries to achieve the following government priority:

- *Enhance value-added activity, increase innovation, and build a skilled workforce to improve the long-run sustainability of Alberta's economy.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Maintaining Alberta's dynamic economy over the long-term is the direct result of the sustainable management of the province's natural resources. This management requires balance among the environmental, economic and social benefits Albertans receive from these resources.

Sustainable Resource Development will seek to take advantage of the following opportunities over the next three years:

- **Increasing Public Information and Education on Environmental Matters:** Albertans greatly value their natural surroundings for a wide variety of environmental, social and economic factors. An increasing environmental focus, along with Albertans' growing recognition and awareness of the challenges of balancing a healthy environment with a healthy economy, provides an unprecedented opportunity for the Ministry to further encourage environmentally responsible practices and behaviours.

- **Technology Improvements:** Continuing advances in information technology provide greater access to information as well as improvements in efficiency. Sustainable Resource Development is taking steps to modernize its information technology for managing land use and licensing recreational activities such as fishing and hunting to provide Albertans with better service.

- **Renewable Energy:** Sustainable Resource Development is working with other ministries in exploring the feasibility of using wood fibre for bio-energy and bio-products. Bio-fuels can provide alternative energy sources that support rural development, diversify the economy and decrease reliance on fossil fuels.

Challenges influencing the strategic direction of the Ministry include:

- **Environmental Trends:** Mountain pine beetles are threatening Alberta's pine forests and the viability of its forest-based communities and industries. An unprecedented flight of these beetles into northwestern Alberta in July 2006 resulted in a significantly higher number of infested trees than expected. This is in addition to the gradual encroachment of beetles from British Columbia and the yearly spread of beetle populations in Alberta. Sustainable Resource Development is continuing to take aggressive action to protect the numerous social, economic and environmental values of Alberta's forests (e.g., recreational opportunities, community sustainability, the forest industry, forest health, watersheds, and fish and wildlife habitat), reduce the risk of catastrophic wildfires in beetle-infested areas, and prevent the eastern spread of the beetle in the boreal forest. Outbreaks of other pests and diseases, such as spruce budworm and chronic wasting disease, also require aggressive strategies.

  Natural environmental conditions that may impact forest health and biodiversity are not completely controllable, and the Ministry will increasingly need to adapt its planning and management approaches to minimize negative consequences.

- **Managing Growth Pressures:** Resource development will continue to be a vital part of the Alberta economy. To support their economic viability and growth, many industries (oil and gas, forestry, agriculture, tourism) require increasing and secure access to public land and its associated natural resources. This means that large numbers of land disposition applications will need to be processed.

  One outcome of Alberta's strong economy, which is fueling rapid industrial and commercial development on public land and increasing land disposition applications, is a high volume of disposition approvals to use public land. Meanwhile, more Albertans are requiring more access to public land for a wide spectrum of recreation activities (e.g., hunting, fishing, nature appreciation, and off-road vehicle use). More disposition approvals and more public access increase the complexity of integrating all activities on the land, which increases the need for planning and consultation. The challenge will be to implement the Land-use Framework in a way that balances economic growth and access to natural resources with the social and environmental expectations that contribute to Albertans' overall quality of life.

  In light of all this, meeting the growing demands from industry and stakeholders for timely and relevant information is also becoming more and more challenging. There is a widening gap between the demand for knowledge and information, and the availability of current, relevant data.

- **Forest Industry Competitiveness:** The value of the Canadian dollar, global market pressures, and increased energy and transportation costs are all affecting the competitiveness of Alberta's forest products industry. North American housing starts are slowing, and this trend is continuing to reduce markets for Alberta wood products.

- **Building Organizational Capacity:** Alberta employers are facing challenges in attracting qualified workers and retaining existing employees. Whether retaining senior staff or hiring seasonal workers such as those for wildfire or mountain pine beetle operations, Sustainable Resource Development faces similar recruitment and retention challenges as other Alberta employers in this province's tight job market.

STRATEGIC PRIORITIES 2008-11

After reviewing the Ministry's challenges and opportunities, the following strategic priorities were identified. These are in addition to the important, ongoing core businesses the Ministry delivers.

GREENING OUR GROWTH

1. **Land Use** **Linkage:** **Goals 1, 2, 3, 4 and 5**	Address competing use of land through planning and decision-making directed by the completion and implementation of the Land-use Framework.
2. **Biodiversity** **Linkage:** **Goals 1, 2, 3 and 4**	Develop a biodiversity action plan to conserve biological diversity and enable sound management of Alberta's resources on a sustainable basis.
3. **Forest Health** **Linkage:** **Goals 1, 2, 3 and 4**	Implement aggressive actions to protect the health of Alberta's forests, particularly from mountain pine beetle infestation.

CREATING AND PROTECTING OUR OPPORTUNITIES

4. **Forest Industry Competitiveness** **Linkage:** **Goals 1, 2, 3, and 4**	Strengthen the competitiveness of the forestry sector by working with industry to identify options to improve the long-term viability of the sector.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Ministry of Sustainable Resource Development delivers four core businesses:

- Lands
- Forests
- Fish and Wildlife
- Quasi-judicial Land-use and Compensation Decisions

The department is responsible for delivering the first three, and the Ministry's three boards (Natural Resources Conservation Board, Surface Rights Board and Land Compensation Board) deliver the fourth. Support in delivering these core businesses is provided by Communications, Corporate Business Support, Legal Services, Finance and Administration and Human Resource Services.

Core Business One: Lands

The Ministry manages the demands of multiple stakeholders who use Alberta's public lands by integrating planning and best-management practices to sustain the benefits Albertans receive from their natural resources and public lands.

GOAL ONE

Alberta's public lands, including rangelands and shorelands, are healthy, productive and sustainable

What it means Alberta's public lands are managed to optimize and sustain their current and long-term economic, environmental and social values. They are managed through sound decisions that balance multiple uses including: energy development, forest operations, watershed capacity, grazing, recreation and others.

Strategies

1.1 Complete and implement the Land-use Framework to address competing use of land.

1.2 Manage public lands in a manner that integrates and balances diverse uses with natural resource and stewardship values.

1.3 Provide legislative and land-management frameworks that enable sustainable use and development of public lands to optimize the benefits Albertans receive from this resource.

1.4 Develop and implement policies, guidelines and practices that minimize the footprint of industrial, commercial and public activity on public lands and align land and resource management objectives.

1.5 Provide and monitor land-use decisions in a timely and effective manner that ensures sustainable development through appropriate application of conditions and legislation.

1.6 Support sustainable and integrated land management practices and decisions through coordinated inventories, knowledge transfer and applied research programs.

1.7 Offer long-term, secure public rangeland grazing that promotes sustainable resource management.

1.8 Work with stakeholders to assess, strengthen and sustain the ecological health and function of riparian* areas and shorelands.

1.9 Encourage responsible use of Alberta's public lands through information, education, outreach and monitoring.

1.10 Improve public and stakeholder understanding and clarity regarding access to public lands for industrial, recreational or agricultural use.

1.11 Develop innovative approaches to address the significant number of large oil sands projects requiring review and approval.

1.12 Maintain high levels of compliance with and ensure timely and effective responses to contraventions of legislation related to lands and forests.

1.13 Consult with First Nations regarding land use and authorization of activities on public lands that have the potential to adversely impact First Nations' rights and traditional use of Crown lands.

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* A riparian area is the transitional area between an aquatic area and the surrounding uplands.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a **Timely, Efficient Disposition Decisions**				
• Average number of working days for completing industrial dispositions	25.9	<20	<20	<20
• Average number of working days for completing geophysical approvals	9.5	<10	<10	<10
1.b **Public Rangeland Allocation** Animal unit months[1] allocated (millions)	1.7[2]	1.6	1.6	1.6
1.c **Rangeland Sustainability** Percentage of rangeland leases in good standing	90%	90%	90%	90%

Notes:

1 An animal unit month is defined as the amount of forage required to feed one animal unit (one cow with calf at side) for 30 days. This amount is approximately 1,000 pounds of forage dry matter.

2 Exceeding the target for this measure is positive because this demonstrates that more public lands are being made available for livestock grazing than expected. This means public lands are being better shared among agricultural, recreational and industrial users.

Core Business Two: Forests

The Ministry provides leadership and guidance to ensure the multiple benefits received from the province's forests, including watershed and biodiversity are realized by using the best possible forest management, wildfire management and forest industry practices.

GOAL TWO 2

Alberta's forests and forest communities are protected from wildfires

What it means By managing wildfires, the Ministry protects the multiple benefits received from forests within the Forest Protection Area of the province. The Forest Protection Area is the area in which the Ministry has the legislated mandate to manage, suppress and control wildfires. Wildfires are managed by: working cooperatively with municipalities, industry, and other stakeholders; supporting outreach programs that promote responsible forest management; and using the best possible science and technology to prevent and suppress wildfires.

Strategies

2.1 Provide a preparedness framework that enables the province to respond to wildfires in the Forest Protection Area. Key elements of the framework include effective policies, readiness, training, prevention, detection and early response.

2.2 Reduce the risk and damage caused by wildfires by incorporating FireSmart* practices and principles, such as prescribed fire and other vegetation management techniques, in cooperation with the public, industry and local governments.

2.3 Respond to wildfires through a management regime that quickly contains and suppresses wildfires within the Forest Protection Area to minimize related losses.

2.4 Encourage wildfire prevention in Alberta's forests through information, education, outreach and monitoring.

2.5 Consult with First Nations regarding wildfire management activities that have the potential to adversely impact First Nations' rights and traditional use of Crown lands.

* FireSmart is a program that provides Albertans with information to protect themselves, their property and the forests from wildfires.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a **Detection**[1]				
Detected wildfires reported within five minutes:				
• By Lookout	99%	90%	90%	90%
• By Air	100%	90%	90%	90%
2.b **Response**[1]				
Wildfires actioned before they reach 2.0 hectares in size	93%	90%	90%	90%
2.c **Containment and Suppression**[1]				
Wildfires contained within the first burning period[2]	96%	90%	90%	90%

Notes:

1 Performance data is based on wildfires occurring between April 1 and October 31 in the Forest Protection Area.

2 *First burning period* means contained by 10 a.m. the day following when the wildfire was first reported.

GOAL THREE 3

Alberta's forests and forest landscapes support healthy ecosystems and communities

What it means The Ministry protects the multiple benefits received from the province's forests and forest landscapes by: managing forests effectively and protecting their health; using leading policy, regulation, legislation and science; collaborating with stakeholders; and supporting education and outreach programs that promote responsible use.

Strategies

3.1 Manage Alberta's forests and forest landscapes through a policy, legislative, consultation and regulatory framework that optimizes the benefits Albertans receive from their forest resource.

3.2 Implement aggressive actions in Alberta's forests to maintain their health and manage infestations of disease, invasive plants and insect pests such as the mountain pine beetle, in cooperation with industry and municipal and federal governments.

3.3 Sustain Alberta's forests through adaptive forest management planning and practices by government and industry, along with appropriate compliance, assurance and reporting mechanisms.

3.4 Encourage leading practices in stewardship in Alberta's forests through information, education, outreach and monitoring.

3.5 Support efforts toward increasing the forest industry's knowledge and research capacity in value-added processing and bio-economy business opportunities.

3.6 Implement measures that enhance the forest industry business model.

3.7 Ensure Albertans receive a fair return for the use of fibre produced on forested public lands.

3.8 Protect watersheds and biodiversity.

3.9 Consult with First Nations regarding forest management activities and authorizations for timber harvesting that have the potential to adversely impact First Nations' rights and traditional use of Crown lands.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a **Timber Allocation**[1]				
• Annual allowable cut (in million cubic metres)	24	Harvest does not exceed annual allowable cut		
• Harvest (in million cubic metres)	20			

Note:

1 Data for this measure is calculated as a five-year rolling average based on the timber year (May to April).

Core Business Three: Fish and Wildlife

The Ministry manages fish and wildlife species based on the best available science and integrated decision-making processes. The sound stewardship of fish and wildlife resources facilitates consumptive (fishing and hunting) and non-consumptive recreation opportunities compatible with healthy, diverse fish and wildlife populations.

GOAL FOUR

Alberta's fish and wildlife resources and their habitats are healthy, productive and sustainable

What it means Alberta's fish and wildlife resources and natural communities are conserved, restored and enhanced for the benefit of current and future generations through a comprehensive set of strategies for Alberta's aquatic and terrestrial environments.

Strategies

4.1 Manage fish and wildlife through a policy and legislative framework that optimizes the benefits Albertans receive from these resources.

4.2 Encourage leading practices in habitat conservation through expanded partnerships with conservation agencies, industry, government and academia.

4.3 Develop and implement fish and wildlife management plans for species at risk and game species.

4.4 Maintain high levels of compliance with and ensure timely and effective responses to contravention of fish and wildlife legislation by delivering appropriate public education and outreach programs, providing prevention and enforcement programs, and monitoring the use of fish and wildlife resources.

4.5 Minimize adverse human-wildlife interactions that result in threats to human safety or property damage by providing assistance and information to landowners and the general public.

4.6 Detect, diminish and manage threats from wildlife diseases and invasive alien species through collaboration with appropriate stakeholders.

4.7 Establish objectives and priorities for Alberta's lakes and streams to sustain and protect Alberta's aquatic ecosystems in support of the Alberta government's Water for Life Strategy.

4.8 Work with the Alberta Conservation Association to ensure that its annual strategic plan reflects Ministry priorities.

4.9 Identify critical actions to support biodiversity in Alberta.

4.10 Enhance promotion of a stewardship ethic with partners, industry and the general public through information, education and outreach programs.

4.11 Promote wildlife and biodiversity through programs and policies that incent private landowners to practice stewardship to maintain and improve habitat and riparian areas.

4.12 Consult with First Nations regarding fish and wildlife management changes that have the potential to adversely impact First Nations' rights and traditional use of Crown lands.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
4.a **Healthy Sustainable Wildlife Populations**				
Percentage of Species at Risk	2.2%	<5%	<5%	<5%

Note:

1 National results every five years.

Core Business Four: Quasi-judicial Land-use and Compensation Decisions

Reporting to the Minister of Sustainable Resource Development, the Ministry's three quasi-judicial boards make their decisions independently, in accordance with their own governing legislation. The Natural Resources Conservation Board conducts independent public reviews of major, non-energy, natural resource projects and also regulates Alberta's confined feeding operations. The Surface Rights Board conducts hearings when operators and landowners or occupants fail to agree on entry or compensation related to resource activity on privately owned lands or occupied public lands. The Land Compensation Board establishes compensation when private land is expropriated by a public authority for projects in the public interest.

GOAL FIVE 5

Albertans have access to timely, quasi-judicial processes that consider the collective and individual benefits derived from Alberta's natural resources

What it means Albertans receive fair and timely hearings from administrative tribunals on disputes involving land-use issues.

Strategies

5.1 Provide opportunities for all Albertans to participate in and understand review and hearing procedures.

5.2 Encourage the use of alternative dispute resolution where appropriate.

5.3 Deliver timely and effective reviews and hearings, and ensure the resulting written decisions and reports are issued in a timely manner.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
Timeliness of decisions issued by boards reporting to the Minister of Sustainable Resource Development				
5.a Percentage of Natural Resources Conservation Board's decisions issued within 65 working days from meeting all requirements for applications pertaining to the *Agriculture Operations Practices Act*	77%	85%	85%	85%
5.b Percentage of the Natural Resources Conservation Board's decisions issued within 80 working days from the conclusion of a review under the *Natural Resources Conservation Board Act*	No reviews completed[1]	100%	100%	100%

Notes:

[1] During the year, there were no reviews under the *Natural Resources Conservation Board Act* completed; therefore, no decisions were available to include in this measure. Completed means that Natural Resources Conservation Board staff have reviewed the application and all requirements for filing have been met.

Similar measures have been proposed to assess timeliness of administrative processes supporting the *Surface Rights Act* and the *Expropriation Act*. Data collection and interpretation are the responsibility of the Surface Rights Board and the Land Compensation Board and their administration.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Forests	349,792	216,970	361,630	221,640	174,313	178,397
Lands	55,231	65,812	65,922	81,361	91,336	97,162
Fish and Wildlife	53,101	61,359	62,094	64,401	66,636	68,389
Quasi-judicial Land-use and Compensation Decisions	8,852	9,359	9,589	9,807	10,123	10,517
MINISTRY EXPENSE	466,976	353,500	499,235	377,209	342,408	354,465

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Transfers from Government of Canada	5,905	56,113	77,651	31,380	23,615	2,517
Investment Income	5,408	2,625	3,593	5,485	5,685	5,985
Premiums, Fees and Licences	121,512	108,625	106,402	109,882	111,091	110,341
Other Revenue	5,149	4,098	6,199	4,673	3,578	3,303
MINISTRY REVENUE	137,974	171,461	193,845	151,420	143,969	122,146
EXPENSE						
Program						
Forestry	342,427	210,245	353,589	214,974	168,372	172,350
Lands	52,046	60,114	60,765	76,318	85,640	91,284
Fish and Wildlife	51,983	59,457	60,714	62,465	64,365	66,071
Quasi-judicial Land-use and Compensation Decisions	8,852	9,359	9,589	9,807	10,123	10,517
Ministry Support Services	9,132	9,495	9,748	9,915	10,178	10,513
Environment Statutory Programs	2,066	3,775	3,775	2,675	2,675	2,675
Valuation Adjustments and Other Provisions	470	1,055	1,055	1,055	1,055	1,055
MINISTRY EXPENSE	466,976	353,500	499,235	377,209	342,408	354,465
Gain (Loss) on Disposal and Write Down of Capital Assets	3,542	4,000	4,000	12,600	12,500	11,400
NET OPERATING RESULT	(325,460)	(178,039)	(301,390)	(213,189)	(185,939)	(220,919)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	137,974	171,461	193,845	151,420	143,969	122,146
Inter-ministry consolidation adjustments	(1,724)	-	1,724	-	-	-
Consolidated Revenue	136,250	171,461	195,569	151,420	143,969	122,146
Ministry Expense	466,976	353,500	499,235	377,209	342,408	354,465
Inter-ministry consolidation adjustments	(2,066)	(3,775)	(3,775)	(2,675)	(2,675)	(2,675)
Consolidated Expense	**464,910**	**349,725**	**495,460**	**374,534**	**339,733**	**351,790**
Gain (Loss) on Disposal and Write Down of Capital Assets	3,542	4,000	4,000	12,600	12,500	11,400
CONSOLIDATED NET OPERATING RESULT	(325,118)	(174,264)	(295,891)	(210,514)	(183,264)	(218,244)

CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Forestry	34,217	30,053	18,006	27,653	15,653	8,853
Lands	2,530	1,102	1,402	4,752	4,752	1,102
Fish and Wildlife	1,387	782	982	782	782	782
Quasi-judicial Land-use and Compensation Decisions	95	17	17	17	17	17
Ministry Support Services	267	40	40	40	40	40
MINISTRY CAPITAL INVESTMENT	38,496	31,994	20,447	33,244	21,244	10,794

Tourism, Parks and Recreation

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Cindy Ady

Cindy Ady, *Minister of Tourism, Parks and Recreation*
April 8, 2008

THE MINISTRY

Tourism, Parks and Recreation provides programs and services that make Alberta a world-class tourism destination, preserve Alberta's natural heritage and promote active, healthy lifestyles for Albertans. The Ministry supports the development and marketing of tourism destinations that attract millions of visitors each year. Alberta's provincial parks and protected areas preserve important ecological areas and provide places to enjoy and learn about Alberta's natural heritage. Active, healthy lifestyles contribute to Albertans' quality of life and are supported by collaborating with communities and organizations to encourage participation in sport, recreation and physical activity.

The Ministry includes the Department, which consists of the following areas: Tourism and Marketing, Travel Alberta, Parks, Recreation and Sport, and the Olympic Secretariat. The Ministry also includes the Alberta Sport, Recreation, Parks and Wildlife Foundation.

VISION

Alberta is a world-class tourism destination, with active, healthy citizens who enjoy natural landscapes that are both protected and accessible.

MISSION

To create the conditions for a vibrant and successful tourism industry throughout the province; to manage our natural landscapes for the enjoyment of generations to come; and to promote active, healthy lifestyles through participation in sport and recreation.

CLIENTS AND STAKEHOLDERS

Services are provided to the visitors of provincial parks, recreation areas, interpretive centres and other tourism destinations. Tourism, Parks and Recreation also has a broad range of clients and stakeholders who work closely with the Ministry. These include:

- Tourism industry members
- Municipal, provincial, national and international governments
- Minister's advisory committees
- Sport, recreation, physical activity and conservation organizations
- Universities, colleges and the business sector

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Government of Alberta Goal	Ministry Services
Goal 1: Alberta will have a prosperous economy	• Promoting Alberta as an attractive tourism destination and increasing tourist visitation and expenditures. • Facilitating the development of tourism products and the tourism industry for Alberta's fourth largest economic sector.
Goal 8: Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources	• Managing, preserving and promoting a network of provincial parks and protected areas that represents the diversity of the province's natural heritage. • Supporting participation in sport, recreation and physical activity. • Leveraging opportunities prior to, during and after the 2010 Olympic and Paralympic Games in British Columbia.

Government of Alberta Priorities

Tourism, Parks and Recreation is working with other ministries to achieve the Government of Alberta's priority to *provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry supports programs and services that make Alberta a world-class tourism destination, preserve Alberta's natural heritage and promote active, healthy lifestyles for Albertans. Significant opportunities and challenges affecting the Ministry's ability to achieve its goals include:

- A thriving Alberta economy and a strong Canadian dollar make it more likely that Albertans will vacation outside the province and present a challenge to encouraging them to vacation in Alberta. Travel from outside Canada is also affected by the high Canadian dollar and by factors such as increased security measures. However, Alberta is well-positioned to offer unique tourist experiences in response to a growing interest for outdoor activities and heritage experiences.

- New and enhanced tourism products are needed in order to increase the length of stay and expenditures by visitors to Alberta, to slow the leakage of tourism dollars from the province and to better distribute tourism benefits across all of Alberta.

- To keep pace with population growth and increased usage, infrastructure upgrades and maintenance are necessary to ensure safe and enjoyable experiences in Alberta's provincial parks and recreation areas. For example, 75 per cent of sport and recreation facilities in Alberta are more than 25 years old, and the construction and manpower costs associated with renewing these facilities are continually increasing. The Ministry continues to invest in infrastructure for provincial parks and sport and recreation facilities.

- The Minister's mandated priority to create a plan for provincial parks and recreation areas presents an opportunity to strengthen Alberta's parks and protected areas program, address the recreational needs of Alberta's increasing population and enhance the preservation of the province's natural heritage and biodiversity.

- Society is becoming increasingly aware of the importance of active, healthy lifestyles in preventing disease and obesity. To take advantage of this awareness, it is important that a diverse range of active living and healthy community initiatives are supported.

- Alberta is experiencing a decline in volunteer rates directly affecting sport and recreation organizations that rely on volunteers to deliver programs and services. These volunteers include the coaches and organizers that make it possible for Albertans to experience the quality of life they currently enjoy. The Ministry is addressing recommendations in the Alberta Sport Plan to support these organizations now and in the future.

STRATEGIC PRIORITIES 2008-11

The strategic priorities described below have been identified through a review of factors affecting the Ministry. They are in addition to the important ongoing core activities of the Ministry and are of primary importance in focusing the Ministry on achieving its goals:

CREATING AND PROTECTING OUR OPPORTUNITIES

1. **The Parks Plan and the Provincial Land-use Framework**

   Linkage:
   Goals 2 and 3

Ensure Alberta's parks and recreation areas remain protected yet accessible to Alberta's growing population by developing a plan for Alberta's parks and recreation areas. This will include a focus on ensuring science-based stewardship and conservation of our natural and cultural heritage while providing nature-based outdoor recreation opportunities for all Albertans. The plan will help to coordinate recreation opportunities provided in provincial parks and recreation areas with those provided by municipalities through urban and regional parks.

Participate in the development and implementation of a comprehensive Provincial Land-use Framework to address conflicts over competing use of land and provide a vision for an integrated, sustainable land-use approach that balances economic, environmental and social concerns. A vital component of this framework will be an approach to landscape management that includes preservation of our natural and cultural heritage. Other priorities include implementing the Alberta Recreation Corridor and Trails Designation Program.

2. **Diversify the Economy through the Tourism Industry**

   Linkage: Goal 1

Market Alberta as an attractive travel destination. Increased funding generated through the tourism levy will result in a greater presence for Alberta in all markets and strengthen the Ministry's efforts to facilitate the development of marketable tourism products and new travel destinations in both urban and rural Alberta. Tourism marketing will be enhanced by establishing Travel Alberta as a legislated corporation that is accountable to government, responsive and competitive in the tourism industry.

BUILDING OUR QUALITY OF LIFE

3. **Leverage Opportunities from the 2010 Olympic and Paralympic Games**

   Linkage:
   Goals 1 and 3

Enhance tourism and sport prior to, during and after the 2010 Olympic and Paralympic Games in British Columbia. This includes promoting Alberta as a tourist destination to visitors to the games and upgrading facilities to international training and competition standards. Additional priorities include implementing the 2010 Olympic and Paralympic Winter Games Accord with the Vancouver Organizing Committee and supporting the Calgary Olympic Development Association in the development of a Centre for Sport Excellence.

4. **Active and Healthy Communities**

   Linkage:
   Goals 2 and 3

Address recommendations in the renewed Alberta Active Living Strategy by working with organizations to promote an active environment in schools, communities and workplaces. The Ministry will also support and enhance the efforts of stakeholders that are developing healthy community initiatives. In addition, recommendations in the Alberta Sport Plan to increase sport participation and athletic excellence will continue to be addressed.

5. Infrastructure

Linkage: Goal 2

Improve infrastructure for provincial parks and recreation areas to expand capacity to address Alberta's growing population and repair or replace aging and deteriorating facilities.

GUIDING VALUES AND PRINCIPLES

The Ministry is guided by the following shared values of the Alberta Public Service:

Respect: We foster an environment in which each individual is valued and heard.
Accountability: We are responsible for our actions and for contributing to the effectiveness of the public service.
Integrity: We behave ethically and are open, honest and fair.
Excellence: We use innovation and continuous improvement to achieve excellence.

Embracing these values ensures a common understanding of what we do, how we do it and where we are headed.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Ministry is committed to a process of strategic planning that includes an ongoing review of the relevance of all core businesses, goals, strategies and performance measures, and the evaluation of results achieved, in order to improve performance and support informed decision-making.

The Ministry's core businesses are linked to goals that reflect the desired results of programs and services delivered by the Ministry. Specific strategies outline how the Ministry aims to achieve each goal. Success in achieving these goals is measured through a range of performance measures. Targets for the measures are intended to be challenging and attainable and are based on historical performance and expected future conditions.

Core Business One: Tourism development and marketing

GOAL ONE

Alberta's tourism products are developed and expanded, and tourism from targeted domestic and international markets is increased

What it means

- Facilitating the development of tourism products (e.g., attractions, tours, resorts) and the tourism industry.
- Working with all levels of government and industry stakeholders to increase awareness of the economic significance of tourism to provincial and local economies.
- Providing advisory services and information to tourism operators and stakeholders to facilitate the development and improvement of Alberta's private and public sector tourism products and assets.
- Supporting the tourism industry in policy and planning initiatives, undertaking research, collecting and distributing tourism data and market intelligence to the tourism industry, and providing services such as the Photo and Video Library.
- Developing and implementing marketing programs through the Strategic Tourism Marketing Council and Travel Alberta that heighten awareness of Alberta as a tourism destination.
- Providing information and travel counselling through the Travel Alberta Contact Centre and visitor information centres, community visitor information centres and Travel Alberta websites.

Strategies

1.1 Ensure an enhanced policy and regulatory environment that is supportive of tourism development, implement new programs and work with industry and stakeholders to reduce impediments to tourism growth.

1.2 Investigate opportunities for private sector tourism business developments in conjunction with provincial parks, recreation areas, museums and historic sites.

1.3 Facilitate and attract investor/entrepreneur interest and investment in Alberta's tourism industry from new markets through investment missions.

1.4 Support the development of new and enhanced tourism destinations and products, particularly in rural areas (e.g., the Canadian Badlands, Tracking Alberta's Dinosaurs, and heritage, experience-based, sport, learning/enrichment, Aboriginal and film tourism).

1.5 Generate tourism in Alberta by updating the Travel Alberta visitor information centres and by enhancing the Tourism Information System to better support the Travel Alberta Contact Centre, visitor information centres, websites and publications.

1.6 Develop a marketing plan to increase tourism in Alberta and awareness of the opportunities in Alberta's provincial parks and recreation areas.

1.7 Raise awareness of Alberta as a tourism destination in all markets by increasing and diversifying Travel Alberta's tourism marketing activities (e.g., expanding web-based marketing, targeted consumer promotions).

1.8 Improve tourism marketing effectiveness by establishing Travel Alberta as a legislated corporation that is accountable to government, responsive and competitive in the tourism industry.

Performance Measures	Last Actual (year)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Per cent of tourism industry clients satisfied with tourism development services	89.3% (2006-07)	80%	81%	82%
1.b Total tourism expenditures in Alberta ($billion)	5.3* (2006)	5.9	6.2	6.5
1.c Per cent of clients satisfied with their overall experience at Travel Alberta visitor information centres	98.4% (2006)	98%	98%	98%
1.d Per cent of clients satisfied with overall service received through the Travel Alberta Contact Centre	97.4% (2006)	97%	97%	97%
1.e Per cent of website visitors satisfied with their experience on the TravelAlberta.com website	76.3% (2006)	86%	87%	88%

Note:

* Estimate

Core Business Two: Parks

GOAL TWO 2

Provincial parks and protected areas preserve Alberta's natural heritage and provide opportunities for outdoor recreation and tourism

What it means

- Managing Alberta's network of provincial parks and protected areas to enhance Albertans' quality of life and the overall environmental quality of the province.
- Preserving the province's natural heritage – the natural landscapes and features, ecosystems and ecological processes, biological diversity and the related cultural attributes that those landscapes and features include – and biodiversity by protecting more than 27,000 square kilometres of the province as a legacy for future generations.
- Providing opportunities for nature-based outdoor recreation, education and tourism.
- Promoting lifelong learning and stewardship through an emphasis on interpretation and environmental education that fosters an appreciation and understanding of Alberta's natural heritage and conservation.
- Operating the province's biodiversity database, the Alberta Natural Heritage Information Centre, to generate knowledge regarding the province's natural heritage and biodiversity and support land-use decisions.
- Keeping Alberta's provincial parks and recreation areas safe and enjoyable.
- Providing opportunities for volunteer involvement to enhance services and research.
- Selecting private sector contractors to operate facilities and provide services in designated parks, and monitoring their performance.

Strategies

2.1 Ensure Alberta's parks and recreation areas remain protected yet accessible to Alberta's growing population by developing a plan for Alberta's parks and recreation areas.

2.2 Repair, replace, upgrade and sustain facilities and infrastructure in Alberta's provincial parks and major recreation areas to ensure public health, safety and enjoyment.

2.3 Increase public awareness and appreciation of Alberta's provincial parks and protected areas and their contribution to the economy and quality of life through innovative education, interpretation, marketing and public information services.

2.4 Complete management plans for priority parks and protected areas to provide day-to-day and long-term guidance in decision-making for these areas.

2.5 Participate in the development and implementation of a Provincial Land-use Framework to address conflicts over competing use of land and provide a vision for an integrated sustainable land-use approach that balances economic, environmental and social concerns.

2.6 Develop a research strategy to enhance the scientific knowledge needed to support the preservation of Alberta's natural heritage and management of Alberta's provincial parks and protected areas.

2.7 Work with Alberta Environment and other ministries to manage Alberta's water resources and address the impacts of development on land, air, water and ecosystems.

2.8 Support the Capital Region River Valley Park concept to enhance protection of the North Saskatchewan River Valley and improve recreational opportunities in the Capital Region.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Visitor satisfaction with experiences at provincial parks and recreation areas	89.1%	91%	91%	91%

Performance Measure Under Development:
The Ministry is developing a new performance measure focusing on the preservation of natural heritage in Alberta's provincial parks and protected areas.

Core Business Three: Recreation and sport

GOAL THREE

Albertans participate in sport and recreation and lead active, healthy lifestyles

What it means

- Promoting participation in sport, recreation and physical activity in communities, schools and workplaces.
- Working with local, provincial, national and international agencies to support athletic achievements.
- Supporting and facilitating participation in sport at the international, interprovincial, provincial and community levels.
- Providing financial support to provincial sport and recreation associations, active living agencies, communities, community organizations and individuals through the Alberta Sport, Recreation, Parks and Wildlife Foundation.
- Managing land and facilities donated to the Alberta Sport, Recreation, Parks and Wildlife Foundation.

Strategies

3.1 Further recommendations in the renewed Alberta Active Living Strategy to encourage active, healthy lifestyles by developing and maintaining partnerships with communities and organizations and by supporting active living opportunities.

3.2 Address recommendations in the Alberta Sport Plan to support volunteer sport organizations, leadership development, excellence, access to programs, safe recreation infrastructure and athlete assistance.

3.3 Implement the Alberta Recreation Corridor and Trails Designation Program to make trails easier to use, operate and manage.

3.4 Implement the sports initiatives in the 2010 Olympic and Paralympic Winter Games Accord with the Vancouver Organizing Committee.

3.5 Support the development of facilities to accommodate training and hosting of world cup and world championship events leading up to the 2010 Olympic and Paralympic Games.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Participation in sport and recreational activities by adult Albertans	81.3%	83%	83%	83%

MINISTRY SUPPORT ACTIVITIES

The following activities are provided to optimize performance and support all of the Ministry's goals:

- Accurate, concise and timely communication with clients, stakeholders and the public.
- Strategic human resource management advice and professional services in the areas of staffing, classification, labour relations and occupational health and safety.
- Expertise and leadership in policy coordination, program evaluation, legislative services, planning, performance measurement, enterprise risk management and business continuity planning.
- Strategic financial advice and services in the areas of financial planning, reporting and operations to ensure the effectiveness and efficiency of financial management, accountability and administration functions within the Ministry.
- Strategic leadership and services in the areas of information management and technology to support decision making and service delivery.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Tourism development and marketing	48,504	57,995	57,077	67,080	71,899	74,415
Parks	56,677	70,479	69,629	128,876	77,518	79,084
Recreation and sport	25,100	119,703	119,751	52,201	46,815	31,854
MINISTRY EXPENSE	130,281	248,177	246,457	248,157	196,232	185,353

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	21,093	114,095	114,120	95,620	34,620	25,620
Transfers from Government of Canada	470	393	493	493	493	393
Investment Income	467	400	540	476	478	478
Premiums, Fees and Licences	5,437	5,947	6,043	7,081	7,342	7,523
Other Revenue	3,510	4,447	6,411	4,698	4,711	4,772
MINISTRY REVENUE	30,977	125,282	127,607	108,368	47,644	38,786
EXPENSE						
Program						
Tourism	47,885	57,315	56,370	66,229	71,000	73,500
Parks	52,175	65,537	64,486	122,685	70,976	72,431
Recreation and Sport	24,593	119,147	119,172	51,505	46,079	31,106
Ministry Support Services	5,360	6,051	6,302	7,628	8,067	8,206
Valuation Adjustments and Other Provisions	268	127	127	110	110	110
MINISTRY EXPENSE	130,281	248,177	246,457	248,157	196,232	185,353
Gain (Loss) on Disposal and Write Down of Capital Assets	(737)	800	(101)	2,300	800	800
NET OPERATING RESULT	(100,041)	(122,095)	(118,951)	(137,489)	(147,788)	(145,767)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	30,977	125,282	127,607	108,368	47,644	38,786
Inter-ministry consolidation adjustments	(21,093)	(114,095)	(114,120)	(95,620)	(34,620)	(25,620)
Consolidated Revenue	9,884	11,187	13,487	12,748	13,024	13,166
Ministry Expense	130,281	248,177	246,457	248,157	196,232	185,353
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**130,281**	**248,177**	**246,457**	**248,157**	**196,232**	**185,353**
Gain (Loss) on Disposal of Capital Assets	(737)	800	(101)	2,300	800	800
CONSOLIDATED NET OPERATING RESULT	(121,134)	(236,190)	(233,071)	(233,109)	(182,408)	(171,387)

CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

		Comparable				
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Tourism	452	-	945	1,000	500	-
Parks	27,479	20,482	53,792	34,634	17,982	17,982
Recreation and Sport	15	-	-	-	-	-
Ministry Support Services	-	-	85	45	-	-
MINISTRY CAPITAL INVESTMENT	27,946	20,482	54,822	35,679	18,482	17,982

Transportation

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Luke Ouellette, *Minister of Transportation*
April 4, 2008

THE MINISTRY

The Ministry of Transportation comprises the Department of Transportation and the Transportation Safety Board. The Department of Transportation:

- Leads the planning, construction, and preservation of our provincial highway network to connect Alberta's communities, and support the province's economic and social growth
- Implements the Alberta Traffic Safety Plan, and provides a wide range of education, information, and enforcement programs to promote the safety of Albertans using our transportation system, as well as our highways and railways, including commercial carrier safety and the transport of dangerous goods
- Designs, constructs and maintains Alberta's water management infrastructure on behalf of Environment
- Manages numerous federal and provincial grant programs to help municipalities develop and preserve their transportation systems, as well as their water and wastewater treatment systems for Albertans
- Influences national and international transportation policy, and represents Alberta's transportation interests in national and international trade agreements as well as regulatory harmonization.

The Alberta Transportation Safety Board, which hears appeals of the Registrar's decisions, is the final administrative authority for making operator licence determinations. The Board handles appeals of licence suspensions and vehicle seizures. It is also responsible for hearings under the *Railway (Alberta) Act*. While the Board reports to the Minister of Transportation, formal decisions are made independently in accordance with governing legislation: the *Traffic Safety Act* and the *Railway (Alberta) Act*.

VISION

Alberta Transportation will be a Centre of Excellence for transportation in North America.

MISSION

We contribute to Alberta's prosperity and quality of life by providing and supporting a safe, innovative, and sustainable provincial transportation system, and water management infrastructure.

VALUES

The Ministry's values define how we treat our clients, stakeholders, partners, the public and each other. We proudly work together to build a stronger province for current and future generations.

Respect - We foster an environment in which each individual is valued, respected and heard.
Integrity - We behave ethically and are open, honest and fair.
Accountability - We are responsible for our actions and for contributing to the effectiveness of the public service.
Excellence - We use innovation and continuous improvement to achieve excellence for Albertans.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry Business Plan supports the following goals in the Government of Alberta Strategic Business Plan:

Goal 1: Alberta will have a prosperous economy

- The Ministry manages the provincial highway network to support economic growth and assists rural municipalities in addressing new resource and industry related traffic.

Goal 3: The high quality of Alberta's environment will be sustained

- The Ministry uses innovative approaches to reduce the environmental impact of Alberta's provincial transportation system. The Ministry also manages the design, construction, and maintenance of the province's environmentally safe water management infrastructure, and supports municipalities in developing and preserving their water management systems.

Goal 7: Alberta will be a safe place to live, work and raise families

- The Ministry continues to implement the Alberta Traffic Safety Plan, and Three-Year Traffic Safety Action Plan to improve traffic safety, and ensure that effective driver program services and standards are in place.

Goal 9: Alberta will have strong and effective municipalities and self-reliant Aboriginal communities

- The Ministry delivers funding through available federal and provincial grant programs to support municipal transportation and water management systems.

Goal 10: Alberta will have effective and efficient transportation infrastructure

- The Ministry is implementing a transportation plan to support economic growth while maintaining existing infrastructure, in keeping with the government's capital planning process and approved projects.

Government of Alberta Priorities

Transportation will work with other ministries to achieve the following government priority:

- *Provide the roads, schools, hospitals, and other public infrastructure to meet the needs of a growing economy and population.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Planning and Design of the Province's Transportation System

Although Alberta currently spends more per capita than other provinces on capital construction, there is a strong demand for new provincial highways to accommodate a growing economy and population. Alberta Transportation supports the government's capital planning process and is adopting innovative options such as public-private partnerships to ensure our provincial highway network keeps pace with the province's growth.

Maintaining Existing Infrastructure

The province is being challenged to balance the need for new provincial highways to accommodate growth pressures with the need to maintain and rehabilitate our existing highway infrastructure. Regular maintenance is critical for prolonging the useful life of highways, bridges and overpasses on which existing business depends. As new provincial highways are built to address the province's population growth, a corresponding increased need for operating and maintenance funding will arise.

Cost Increases/Tight Labour Market

The booming provincial economy is prolonging the pressures on certain industries. Construction prices are rising because of global increases in the cost of materials, labour, and energy prices. Current labour shortages, low unemployment rates, aging workforce demographics, high construction volumes, and inflation are adding to the cost increases. This means a steady cost escalation for the construction of our provincial highway network and related infrastructure.

Driver Safety Behaviour

Positive driver behaviour and attitudes can help make Alberta's roads much safer as most of the 125,000 motor vehicle collisions each year in Alberta are preventable. The overall cost of these collisions to society is conservatively estimated to be at least four billion dollars per year, or $12 million every single day.

The government is being looked to for solutions, and is responding through the newly established Office of Traffic Safety. Implementation of the *Alberta Traffic Safety Plan: Saving Lives on Alberta Roads* aims to make Alberta roads the safest in the country. Intervention strategies are in place to reduce collisions, as well as the resulting injuries and fatalities. Efforts are focused on public education and communication, community mobilization, enforcement, engineering, legislation, research and evaluation.

Economic and Population Growth, and Changing Demographics

The influx of new residents, along with new industrial investment and expansion, places significant demand on provincial and municipal transportation systems in Alberta, particularly in the Regional Municipality of Wood Buffalo, Edmonton, Calgary, Peace Country, Cold Lake and Athabasca areas. The dramatic increase in population and real estate prices is fueling both the demand for and the cost of expanding our provincial highway network.

Environmental Sustainability

Albertans continue to be concerned about environmental issues. Therefore, the Ministry continues to seek out and develop new technologies, construction materials, and practices that will reduce environmental impact in the planning, construction, and operation of the provincial transportation system. The Ministry also adopts best practices in the design, construction, and maintenance of the province's water management infrastructure on behalf of Environment to ensure Albertans continue to have a safe supply of water for domestic, agricultural, industrial and recreational uses.

Intra and Inter-governmental Relationships

Decisions made by one jurisdiction directly impact the activities of adjacent governments, requiring a coordinated approach to transportation challenges. Transportation is working with other levels of government, provinces and territories, and stakeholders to address key issues affecting the province's transportation infrastructure and industry. In particular, the Ministry is working to promote the two-way flow of goods, services, people, and investment between jurisdictions, and is encouraging regulatory harmonization.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

CREATING AND PROTECTING OUR OPPORTUNITIES

1. **Double the provincial investment in highway repaving and bridge repair over the next three years**

   Linkage: Goals 1 and 3

   The maintenance and preservation of our provincial highways, bridges, and overpasses is critical to providing and supporting a world-class transportation system for Alberta. Therefore, over the next three years, the Ministry will double the investment in highway repaving and bridge repair to improve the condition and capacity of our provincial highway network to support Alberta's social and economic growth.

2. **Expand the capacity of Alberta's highway system to address growth pressures**

   Linkage: Goals 1 and 3

   Alberta's continued, dramatic growth depends on many factors, with effective transportation being a top priority. The Ministry will expand the provincial highway system and transportation links to efficiently connect Alberta's communities, and move people, goods, and services to their provincial, national, and international destinations.

   Increased competitiveness in domestic and international markets is more attainable by twinning of the North-South Trade Corridor, and developing the Asia-Pacific Gateway and urban corridors, such as the Edmonton and Calgary ring roads. Construction of road network improvements is underway or planned for high growth areas, including those areas directly impacted by resource development. Efforts will continue with municipalities and stakeholders to ensure that required infrastructure supports economic development throughout the province.

3. **Implement the approved small airports strategy exploring options to ensure the viability of small airports in Alberta**

   Linkage: Goals 1 and 4

   The aviation sector is an integral part of the province's overall safe, secure and reliable transportation network and plays an important role in Alberta's economy by facilitating trade.

   With a network of two international, 12 regional, and 72 community airports across Alberta, there is a need to be sure that airports are being operated as effectively and efficiently as possible. Exploring options will ensure Albertans are getting an optimal return on the province's investment when it comes to small airports.

BUILDING OUR QUALITY OF LIFE

4. Continue to implement a provincial Traffic Safety Plan to reduce the number of collisions, injuries and fatalities on Alberta roads

Linkage: Goal 2

As a result of an extensive traffic safety review, the Ministry is implementing the Alberta Traffic Safety Plan and a Three-Year Traffic Safety Action Plan. This will improve traffic safety through effective communications, community traffic safety, public education and awareness, research and evidence-based decisions, sustained enforcement, engineering and infrastructure improvements, and legislation based on leading practices. These efforts aim to change driver behaviours and attitudes to reduce collisions, injuries, and fatalities. The Ministry will also continue to work in partnership with other government ministries and external stakeholders to achieve the objectives of the Traffic Safety Action Plan.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Developing and preserving the provincial highway network

Transportation supports the government's vision of a world class transportation system for the province. The Ministry manages the planning, design, construction and preservation of our provincial highway network to connect our communities, and enable Albertans, goods, and services to move across the province safely and efficiently. The Ministry sets standards for provincial highways, and uses innovative, cost-effective practices and partnerships to build and maintain roads, bridges, and overpasses. Although the federal government is primarily responsible for air and railways, the Ministry also works with all its partners to promote an integrated road, rail, and air transportation system for the province, and supports municipalities in expanding public and rapid transit.

GOAL ONE

Alberta's provincial highway network connects communities, and supports social and economic growth

What it means Alberta's provincial highway network is the backbone of our province and road-rail-air transportation system. Our provincial highway network connects Albertans and their communities to one another and to the rest of the continent safely and quickly. It allows businesses and industries, and farmers and ranchers to get their goods and services to provincial, national, and international markets efficiently. Therefore, the Ministry will continue to develop and maintain the highway network to support our province's growth. The Ministry will also work with other levels of government and partners to help develop an integrated road, rail, and air transportation system between Alberta's municipalities.

Strategies

1.1 Improve the provincial transportation network to support economic growth in areas such as the Regional Municipality of Wood Buffalo, Grande Prairie, and the Industrial Heartland north and east of Edmonton.

1.2 Continue to plan, design and construct ring roads in Calgary and Edmonton, and conduct ring road studies for other major centres in keeping with projected growth.

1.3 Continue developing access routes and inter-modal trade corridors to better connect Alberta to the United States and other world markets, including the CANAMEX North-South Trade Corridor, and the Asia Pacific Gateway and Corridor Initiative.

1.4 Implement the Provincial Freeway Corridor Management Plan to address long-term development along the side of roadways, access management, and rights-of-way.

1.5 Adopt new ways to improve the maintenance of existing provincial highways and reduce associated capital costs. This includes using new rehabilitation materials and methods, effectively enforcing road restrictions and bans, and enhancing vehicle load weight and dimension regulations.

1.6 Continue to implement the state-of-the-art Transportation Infrastructure Management System (TIMS).

1.7 Implement the multi-jurisdiction routing and permitting module for the Transportation Routing and Vehicle Information System (TRAVIS) permitting system.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a **Physical Condition of Provincial Highways:**				
• Percentage in good condition	60.6%	58.7%	57.5%	54.7%
• Percentage in fair condition	25.4%	25.5%	25.0%	25.0%
• Percentage in poor condition	14.0%	15.8%	17.5%	20.3%
1.b **Functional Adequacy of Highway:**				
• Percentage of provincial highways that meet current engineering standards	79.4%	79.4%	79.4%	79.4%
1.c **Construction Progress on the North-South Trade Corridor:**				
• Percentage of four-laning open to travel	87.0%	90.0%	91.0%	91.0%
1.d **Ring Roads in Edmonton and Calgary:**				
• Percentage of ring roads open to travel	29.2%	40.0%	50.0%	50.0%

Core Business Two: Managing provincial transportation safety

The Ministry leads the government's vision to protect the safety of Albertans using our transportation networks, as well as the safety of our highways and railways while supporting the province's economic vitality. Toward that end, the Ministry leads the Alberta Traffic Safety Plan, and provides safety-focused policies, education, information and enforcement programs to improve driver, vehicle, carrier, road, and rail safety. The Ministry ensures that driver programs and licensing standards are in place, manages driver records and problem drivers, implements impaired driving programs, delivers and enforces vehicle and commercial carrier safety and permit programs, monitors the handling and transport of dangerous goods, and oversees the safe operation of provincial railways.

GOAL TWO 2

Alberta has the safest and most efficient road and rail system in Canada

What it means Albertans want to know that the province's roads and railways are among the safest in Canada to use, and that drivers and operators practice high standards of safety. Therefore, the Ministry will continue to take a wide range of legislative, public awareness, education, enforcement and engineering initiatives to promote traffic safety in Alberta, including driver, commercial operator and vehicle safety as well as the safe operation of provincial railways. In addition, the Alberta Transportation Safety Board will continue to act in the interest of public safety to remove or keep unsafe drivers off the road.

Strategies

2.1 Implement the Alberta Traffic Safety Action Plan to reduce fatalities and injuries on Alberta roadways in support of Road Safety Vision 2010, Canada's national road safety strategy.

2.2 Develop legislation, policies, and regulations to support provincial traffic safety programs, including intersection safety devices, hours of service, commercial vehicle safety, and enhanced speed enforcement programs.

2.3 Implement the Alberta Traffic Safety Plan Community Mobilization Strategy to enhance collaboration with all stakeholders, and develop strategies that will improve transportation safety plans, programs, and services.

2.4 Enhance the Alberta Graduated Driver Licensing Program in keeping with the outcome of the evaluation by the Traffic Injury Research Foundation.

2.5 Improve the integrity of driver testing through the development of the driver knowledge testing system, and the reliability of the road testing system through the driver examiner review.

2.6 Improve highway safety by implementing enhanced elements to the National Driver Licensing Reciprocity Agreement, and enhancing the Canadian Driver License Agreement.

2.7 Ensure commercial vehicle safety through on-highway inspection programs, driver trip inspections, annual mandatory inspections, monitoring and enforcement of the National Safety Code, and employment of progressive discipline management of truck safety practices on provincial highways.

2.8 Support economic development through programs that improve operating efficiency and best practices in the motor transportation sector such as Partners in Compliance, professional driver certification, and one-window, multi-jurisdictional overweight permits.

2.9 Provide effective vehicle safety programs and standards to prevent unsafe vehicles from operating on Alberta highways.

2.10 Improve highway safety through Intelligent Transportation Systems to support safe commercial vehicle operators such as road weather information.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a **Seat Belt Usage:**				
• Percentage of vehicle occupants wearing seat belts – Alberta[1]	90.9%	N/A	95.0%	N/A
2.b **Involvement of Drinking Drivers in Casualty Collisions:**				
• Percentage of drivers involved in injury collisions who had consumed alcohol	4.6%	4.6%	4.4%	4.4%
• Percentage of drivers involved in fatality collisions who had consumed alcohol	22.7%	18.7%	18.5%	18.5%
2.c **Mechanical Safety of Commercial Vehicles:**				
• Percentage of inspected vehicles requiring on-site adjustments	29.7%	21.9%	21.9%	21.9%

Note:

1 Alberta anticipates that Transport, Infrastructure and Communities Canada (Transport Canada) will conduct the next overall seat belt use survey (urban / rural combined) in 2010.

Core Business Three: Developing partnerships to support Alberta's interests in an integrated transportation system

Transportation supports the government's vision of strong and vibrant communities, and works very closely with all levels of government, partners and stakeholders to promote provincial interests in an integrated, safe, and efficient road, rail, air, and marine transportation system. In doing so, the Ministry supports the completion and implementation of the government's Land-use Framework to address the cumulative effects of development and manage land use issues. In addition, the Ministry recognizes that municipal transportation responsibilities are integral to the province's transportation system. Therefore, the Ministry administers available federal and provincial grant programs that help municipalities develop their public transportation systems to address present and future growth. These initiatives also reduce pressure on provincial roads, energy consumption, and gas emissions.

GOAL THREE 3

Alberta's policy and program interests in an integrated road, air, rail and port transportation system are well represented

What it means Alberta exports two thirds of its Gross Domestic Product (GDP), and thereby depends on efficient and direct access to markets. The province's transportation system supports Alberta's unprecedented growth, quality of living, and ability to take advantage of new opportunities by moving Albertans, and their goods and services, safely and quickly to their provincial, national, and international destinations. For this reason, the Ministry will continue to work with all levels of government, shippers, carriers and other partners to develop an integrated, world-class road, public and rapid transit, air, rail, and marine transportation system for Albertans.

Strategies

3.1 Implement the approved provincial aviation strategy to explore options for ensuring the viability of small airports in Alberta.

3.2 Develop a long-range plan for expanding the province's transportation system, and support the government's capital planning process.

3.3 Work with western provinces and territories to update the Western Canada Transportation Infrastructure Strategy to ensure investment in transportation is a top priority with the federal, provincial, and municipal governments.

3.4 Develop a long-term framework to support the Regional Growth Strategy and multi-use Transportation Utility Corridors in keeping with the Land-use Framework.

3.5 Provide support for the Trade, Investment and Labour Mobility Agreement (TILMA), and review Ministry policies and regulations to contribute to effective harmonization.

3.6 Support Alberta's representation on the Asia Pacific Gateway and Corridor Implementation Planning Team.

3.7 Work with the federal government to enhance legislation related to the operation of airports and railway service.

3.8 Develop innovative public-private partnership approaches to transportation projects.

3.9 Administer grant funding to help Alberta municipalities develop and upgrade their transportation infrastructure through the Alberta Municipal Infrastructure Program, Basic Capital Grant, City Transportation Fund, Cities Special Transportation Grant, the Streets Improvement Program and the Rural Transportation Grants.

3.10 Administer grant funding under the Federal Gas Tax Fund agreement, the Public Transit Capital Trust 2008, and the Canada-Alberta Municipal Infrastructure Fund to support municipal and transit infrastructure, and administer the Resource Road Program to help rural municipalities, towns, and villages address resource and new industry-based traffic.

3.11 Enhance the Ministry's role as a centre of excellence supporting industry, boards and other stakeholders in the planning, design, construction and preservation of Alberta's transportation system, including the Council of Ministers Responsible for Transportation and Highway Safety.

Performance Measure	Last Actual (2005)	Target 2008-09	Target 2009-10	Target 2010-11
3.a **Client Satisfaction Survey:**				
• Percentage of municipal clients satisfied with overall quality of service[1]	97.0%	n/a	>95.0%	n/a

Additional performance measures under development.

Note:

1 Client Satisfaction Survey is conducted every two years and is based on the calendar year. The next survey will be conducted in 2008 based on the 2007 calendar year.

Core Business Four: Support provincial and municipal water management systems

Alberta Transportation plays a key role in the government's *Water for Life Strategy*, and helps to ensure Albertans can access a safe and secure supply of drinking water, irrigation to support farming, ranching and agriculture, and healthy water ecosystems. The Ministry works with partners to manage the design, construction and maintenance of the province's water management infrastructure on behalf of Environment. The Ministry also provides funding for municipal water and wastewater facilities through the Water for Life Program with a focus on health and environmental concerns.

GOAL FOUR

4

Alberta has safe and effective provincial and municipal water management infrastructure

What it means Under the government's *Water for Life Strategy*, the Ministry will continue to develop and maintain water management infrastructure on behalf of Environment, and will assist municipalities in developing their water and wastewater treatment systems to ensure Albertans have a safe supply of water for domestic, agricultural, industrial, and recreational uses.

Strategies

4.1 Collaborate with Environment to continue developing rehabilitation programs for Northern Alberta Erosion Control Projects.

4.2 Continue to rehabilitate the Carseland/Bow River Headworks.

4.3 Continue to manage construction and rehabilitation programs for provincially supported, major water management infrastructure.

4.4 Assist municipalities with water supply, water treatment, and wastewater treatment and disposal facilities by providing funding through the Alberta Municipal Water/Wastewater Partnership Program, and an enhanced Regional Water and Wastewater Initiative.

4.5 Ensure environmental practices are integrated into the design, development and delivery of provincial water management projects.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
4.a **Progress on Completion of Major Water Management Construction Projects:** • Percentage of Carseland/Bow River rehabilitation completed	65.0%	78.0%	84.0%	90.0%

MINISTRY SUPPORT SERVICES

Corporate Support Services such as Human Resources, Finance, Information Management and Technology, Policy, Business Planning and Reporting, Legislative Planning and Freedom of Information and Protection of Privacy (FOIP) are provided to support the *Government Accountability Act*, promote the effective management and delivery of transportation programs and services, and encourage continuous improvement to better serve Albertans.

Corporate Support Services will:

1. Develop and implement a Shared Services Agreement between the Ministries of Transportation and Infrastructure.
2. Continue to strengthen planning and reporting to support decision making and accountability, with an increased emphasis on strategic planning, enterprise risk management, and a comprehensive performance measurement framework.
3. Continue to develop the Ministry's policy capacity, and provide leadership on international, national and inter-provincial initiatives to promote Alberta's interests in an integrated road, rail, air and marine transportation system.
4. Continue to develop and coordinate a Ministry Human Resources Plan to make the Ministry an employer of choice, and ensure the organizational capacity to deliver programs and services.
5. Continue to develop leading-edge financial and accounting policies, practices, and controls for budget planning, forecasting and reporting to support strategic decision making.
6. Develop and implement information technology strategies that support the delivery of transportation programs and services, and continue to assess where new technologies can be used to improve program and service delivery.
7. Support the Ministry in developing new and amending existing statutes and regulations to address the Ministry's needs for a coherent legislative framework.
8. Continue to manage the Ministry's FOIP program.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2006-07 Actual	**2007-08 Budget**	**2007-08 Forecast**	**2008-09 Estimate**	**2009-10 Target**	**2010-11 Target**
Developing and preserving the provincial highway network	629,046	645,868	657,213	773,316	803,342	837,034
Managing provincial transportation safety	94,196	79,592	89,268	83,459	86,829	95,466
Developing partnerships to support Alberta's interests in an integrated transportation system	1,066,183	1,121,318	1,187,763	1,154,649	1,141,394	344,433
Support provincial and municipal water management systems	76,607	160,624	136,350	205,402	189,742	151,478
MINISTRY EXPENSE	1,866,032	2,007,402	2,070,594	2,216,826	2,221,307	1,428,411

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Internal Government Transfers	175,000	175,000	175,000	195,000	375,000	375,000
Transfers from Government of Canada	242,314	135,050	110,050	172,780	222,200	-
Premiums, Fees and Licences	21,968	13,340	13,340	13,340	13,340	13,340
Other Revenue	14,487	2,834	7,540	14,120	2,120	2,120
MINISTRY REVENUE	453,769	326,224	305,930	395,240	612,660	390,460
EXPENSE						
Program						
Ministry Support Services	26,029	26,488	27,010	28,034	28,845	29,550
Provincial Highway Systems and Safety	416,986	351,273	388,218	444,247	418,820	431,947
Municipal Support	1,133,768	1,272,750	1,314,725	1,350,325	1,321,100	485,600
Other Programs and Services	37,029	47,327	48,102	36,037	44,557	46,132
Non-Cash Items	252,220	301,600	284,575	339,972	387,072	410,372
Total Program Expense	1,866,032	1,999,438	2,062,630	2,198,615	2,200,394	1,403,601
Debt Servicing Costs						
Department	-	7,964	7,964	18,211	20,913	24,810
MINISTRY EXPENSE	1,866,032	2,007,402	2,070,594	2,216,826	2,221,307	1,428,411
Gain (Loss) on Disposal and Write Down of Capital Assets	3,032	-	-	-	-	-
NET OPERATING RESULT	(1,409,231)	(1,681,178)	(1,764,664)	(1,821,586)	(1,608,647)	(1,037,951)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	453,769	326,224	305,930	395,240	612,660	390,460
Inter-ministry consolidation adjustments	(175,000)	(175,000)	(175,000)	(195,000)	(375,000)	(375,000)
Consolidated Revenue	278,769	151,224	130,930	200,240	237,660	15,460
Ministry Program Expense	1,866,032	1,999,438	2,062,630	2,198,615	2,200,394	1,403,601
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**1,866,032**	**1,999,438**	**2,062,630**	**2,198,615**	**2,200,394**	**1,403,601**
Ministry Debt Servicing Costs	-	7,964	7,964	18,211	20,913	24,810
Consolidated Expense	1,866,032	2,007,402	2,070,594	2,216,826	2,221,307	1,428,411
Gain (Loss) on Disposal and Write Down of Capital Assets	3,032	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(1,584,231)	(1,856,178)	(1,939,664)	(2,016,586)	(1,983,647)	(1,412,951)

CAPITAL INVESTMENT BY CORE BUSINESS
(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Developing and preserving the provincial highway network	760,023	1,401,440	1,446,891	1,900,898	1,812,912	1,561,116
Managing provincial transportation safety	6,602	4,184	4,184	4,374	4,184	3,884
Developing partnerships to support Alberta's interests in an integrated transportation system	174	1,097	2,880	1,102	2,100	1,097
Support provincial and municipal water management systems	30,389	31,103	32,509	29,617	24,611	26,902
MINISTRY CAPITAL INVESTMENT	797,188	1,437,824	1,486,464	1,935,991	1,843,807	1,592,999

CAPITAL INVESTMENT BY PROGRAM
(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Support Services	9,720	9,709	9,709	10,185	9,709	9,709
Provincial Highway Systems and Safety	603,940	1,123,714	1,163,999	1,826,109	1,725,594	1,505,388
Municipal Support	64	1,000	2,783	1,000	2,003	1,000
Other Programs and Services	57,479	101,401	85,573	93,697	74,611	76,902
Alternatively Financed Projects	125,985	202,000	224,400	5,000	31,890	-
MINISTRY CAPITAL INVESTMENT	797,188	1,437,824	1,486,464	1,935,991	1,843,807	1,592,999

Treasury Board

BUSINESS PLAN 2008-11

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Lloyd Snelgrove

Lloyd Snelgrove, *President of Treasury Board*
April 4, 2008

THE MINISTRY

The Ministry of Treasury Board consists of the Department of Treasury Board; Corporate Human Resources and includes the following areas:

- Spending Management and Planning provides advice and recommendations on ministries' operating and capital spending issues, and provides management and administrative support to Treasury Board Committee. This area also monitors ministries' activities to identify fiscal plan implications in conjunction with Finance and Enterprise, and finalizes the Estimates and ministry business plan volumes for publication as part of the Government's Accountability Framework.
- Strategic Capital Planning is responsible for leading the government's capital planning process, preparing the Capital Plan, providing advice and analysis on planning, construction costs and capital spending and facilitating government air transportation services. The Alternative Capital Financing Office identifies and analyzes options for financing capital projects and negotiates Public-Private Partnerships (P3s), where cost effective and feasible.
- The Office of the Controller is responsible for government accounting and business planning standards, financial and performance reporting, financial management and control policies, and enterprise risk management.

- Corporate Internal Audit Services provides assurance and advisory services, on a risk prioritized basis, across the government aimed at identifying and recommending improvements to risk management, control and governance systems.
- The Oil Sands Sustainable Development Secretariat leads the implementation of a short and long-term strategic plan to improve planning, communications and service delivery to the oil sands region.
- Corporate Human Resources, as part of the Ministry of Treasury Board, leads and collaborates with ministries to develop innovative human resource management policies and practices to attract, engage and develop employees to achieve government goals and priorities.

VISION

An open, accountable and fiscally responsible government.

MISSION

The Ministry of Treasury Board provides a coordinated, disciplined and accountable approach to government spending on behalf of Alberta's taxpayers.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry of Treasury Board is provides a coordinated and disciplined approach to the management of government spending and capital planning.

Government of Alberta Goal	Treasury Board
Goal 4: Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally.	• Implementing the 20-year Strategic Capital Plan and pursuing alternative financing options, such as Public-Private Partnerships are critical to achieving this goal.
Goal 9: Alberta will have strong and effective municipalities and self-reliant Aboriginal communities.	• The Ministry will work on developing and implementing a strategic plan that facilitates a common approach to respond to the unique challenges and pressures related to the development of oil sands.

Government of Alberta Priorities

- The Ministry will take the lead in the government priority to *provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.*
- The Ministry will also work with Energy and other ministries on the government priority to *ensure Alberta's energy resources are developed in an environmentally sustainable way.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Key challenges and opportunities expected to influence the Ministry in the coming years include:

Public Values and Stewardship:

Albertans expect the government to govern with integrity and transparency, to be fiscally responsible and to be accountable for results. The government has provided sound financial management and public performance reporting in the past. Albertans expect this to continue. In addition, Albertans expect ministries to work together in the stewardship of Alberta's financial resources by identifying cost-saving opportunities and sharing best practices.

Implications of Prosperity and Population Growth:

Alberta's abundant natural resources provide the province with opportunities for a greater and more prosperous future. At the same time, Alberta's rapid growth has led to significant needs and public demands for increased government program and infrastructure spending. Meeting these growth demands are challenging due to labour and other shortages often leading to increased costs. In addition, adding new or expanding existing public facilities can lead to higher future operating costs.

Sustainable Program Spending:

Ensuring program spending remains sustainable over the long-term is a challenge faced by all governments in Canada. Alberta's reliance on volatile natural resource revenues increases the risks that recent spending increases may not be sustainable. One of the challenges in managing the growth in Alberta will be ensuring that government spending required to address the demands for additional public services will be sustainable over the long term.

Infrastructure Demands:

A persistent challenge has been to balance the need for ongoing maintenance and rehabilitation of existing capital infrastructure with the need to invest in new infrastructure to accommodate population growth and economic development. The capital planning process needs to focus not only on providing new capital infrastructure but also on providing adequate maintenance and upgrades to preserve the province's existing capital infrastructure.

The Government of Alberta must work with stakeholders to address infrastructure demands in a timely and affordable manner. The Ministry will continue to pursue new ways of providing cost effective infrastructure, such as Public-Private Partnerships (P3s) and other alternative financing opportunities.

STRATEGIC PRIORITIES 2008-11

Through a review of environmental factors, the following are strategic priorities for the Ministry of Treasury Board and are in addition to the important ongoing core activities.

CREATING AND PROTECTING OUR OPPORTUNITIES

1. 20-year Strategic Capital Plan

Linkage: Goal 2

- Treasury Board will implement the 20-year Strategic Capital Plan and an information management and technology strategy that addresses the needs related to Alberta's immediate and long-term growth, ensures the maintenance of existing infrastructure, explores options to fund capital projects, and recommends strategies that mitigate the impact of inflation on infrastructure costs. Treasury Board will work to provide the roads, schools, hospitals and other public infrastructure to meet the needs of a growing economy and population.

2. Spending Discipline

Linkage:
Goals 1 and 2

- In collaboration with Finance and Enterprise the ministry will strengthen the Government of Alberta's Long Term fiscal position. The Ministry will lead the following initiatives:
  - Improve expenditure management. Treasury Board will ensure a disciplined approach to the management and control of government operating and capital spending and will lead ongoing reviews of government programs to identify opportunities for more effective spending and program delivery.
  - Enhance the capital planning process. Treasury Board will better integrate the capital planning process with the management of operating and capital spending.
  - Modernize and strengthen the business planning and budget development process.

GREENING OUR GROWTH

3. Oil Sands Region Strategic Plan

Linkage: Goal 5

- Create a strategic plan for developing the oil sands region. Manage and coordinate the infrastructure and services to support the development in the oil sands areas.
- Treasury Board will work with Energy and in collaboration with ministries, industry, communities and other stakeholders to ensure that Alberta's energy resources are developed in an environmentally sustainable way.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Spending Management and Planning

GOAL ONE 1 Disciplined Government Spending

What it means As part of the government's overall budgeting process, the Ministry of Treasury Board provides advice and recommendations on ministry operating and capital spending to the Treasury Board Committee, Cabinet and Cabinet Policy Committees.

The Ministry consults with other ministries regarding all new programs and initiatives that have operating or capital spending implications.

Strategies

1.1 Consult with ministries to identify operating and capital spending issues associated with existing programs and significant new initiatives, and work with Finance and Enterprise to identify the potential impact on the government's fiscal plan.

1.2 Launch and lead ongoing reviews of ministry programs to identify opportunities for more effective spending and program delivery.

1.3 Assess the impact of proposed or approved capital projects on future ministry operating budgets.

1.4 Explore options to improve management of government operating and capital spending.

1.5 Work with stakeholders to modernize and strengthen the government's business planning and budgeting process.

Performance Measure Under Development

A new performance measure is under development which will measure government efficiencies achieved through performance reviews.

Core Business Two: Strategic Capital Planning

GOAL TWO 2

Capital planning that supports Alberta's immediate and long term economic growth

What it means The Ministry of Treasury Board is responsible for developing the government's 20-year Strategic Capital Plan to meet the capital needs related to growth and assist in managing inflation in infrastructure costs. The capital planning process will focus not only on new capital infrastructure but will also address maintenance of existing infrastructure.

The Ministry will explore alternative financing options for capital projects, including Public-Private Partnerships (P3s). The Ministry will develop relationships with other jurisdictions to build on their experience in alternative capital financing.

Strategies

2.1 Coordinate and lead the evaluation and prioritization of capital needs as part of the 20-year Strategic Capital Plan. In collaboration with capital program ministries, present recommendations to improve the capital planning process to Treasury Board Committee and Cabinet for approval.

2.2 Further develop and implement policies, standards and processes that ensure a disciplined approach to the management and control of capital spending, including reporting and assessing price, scope changes and performance results.

2.3 Collaborate with stakeholders and other jurisdictions to develop opportunities to pursue alternative financing options, such as Public-Private Partnerships, and implement where cost effective and feasible.

2.4 Lead the development of Public-Private Partnerships guidelines to provide consistent standards, policies and accountabilities across capital projects and ministries.

2.5 Lead, in consultation with other government ministries, the provincial delivery of infrastructure and services to the Regional Municipality of Wood Buffalo and other areas supporting oil sands development (such as *Industrial Heartland*) to support sustainable oil sands development.

2.6 Coordinate and lead the identification of capital maintenance and renewal priorities across government, and make recommendations to Treasury Board Committee on allocation of capital funding under the Surplus Allocation Policy to address those priorities based on need and risk.

2.7 Develop and implement an Information Management and Technology (IMT) strategy that improves efficiency in service/program delivery. This will be based on benchmarking current IMT operating and capital spending, and reporting progress on the strategy once implemented.

Performance Measure Under Development

A new performance measure is being developed to measure an improved capital planning process. The measure is to have policies in place to govern:

- Corporate Capital Planning Process for all Ministries
- Asset management/ Capital Planning-Budgeting System

The targets: developed (2008-09); validated and tested (2009-10); implemented (2010-11)

Core Business Three: Accountability in Government

GOAL THREE 3

Government is financially well managed and accountable

What it means The Ministry of Treasury Board coordinates the government's legislated commitment to be accountable to Albertans through publishing the Government of Alberta's Strategic Business Plan, annual performance report (*Measuring Up*), audited financial statements and other supplementary financial information as required by the *Government Accountability Act.*

In addition, the Ministry reviews ministry business plans, advising on compliance with business plan standards, and finalizes the Estimates and ministry business plan volumes as part of the government's accountability framework.

Strategies

3.1 Amend the financial management manual to refine the Government of Alberta's financial management policies.

3.2 Coordinate the implementation of accounting and performance reporting standards and policies to improve accountability.

3.3 Participate in the development and introduction of measures to benchmark improvements in the quality of life for all Albertans.

3.4 Provide ministries with independent and objective assurance services designed to improve the effectiveness, efficiency and economy of their programs and services.

3.5 Review, develop and implement options for improving public performance reporting.

Performance Measure	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Auditor General opinion on Government of Alberta Financial Statements	Unqualified	Unqualified	Unqualified	Unqualified

Performance Measures Under Development:
Percentage of corporate internal audit recommendations accepted.
The targets: 100% (2008-09); 100% (2009-10); 100% (2010-11)
Percentage of corporate internal audit recommendations of significance implemented.
The targets: 100% (2008-09); 100% (2009-10); 100% (2010-11)

Core Business Four: Support strategic planning, policy development and decision-making for government

GOAL FOUR 4

Well informed and supported decision making

What it means The Ministry of Treasury Board provides analysis and advice to Treasury Board Committee on the management and administration of government and, in conjunction with Executive Council, to Cabinet and Cabinet Policy Committees. The policy unit provides strategic policy functions for the Ministry.

The Ministry also supports all government ministries and agencies by providing advice and assistance in developing risk management processes, accounting and financial management policy for government decision makers.

Strategies

4.1 Provide strategic analysis and advice to Treasury Board Committee, Cabinet and Cabinet Policy Committees to assist in policy and program decisions.

4.2 Coordinate Treasury Board Committee meeting schedules, agendas, briefing materials and provide timely information on Treasury Board Committee decisions.

4.3 Consult with ministries to identify significant risks to the achievement of government's strategic priorities.

4.4 Provide advisory services to ministries on risk management, control and governance processes.

Performance Measure Under Development
A new performance measure is under development which will measure Treasury Board Committee and Cabinet Policy Committee Chairs' satisfaction with the advice, analysis and support provided by the Ministry of Treasury Board.

GOAL FIVE 5

Coordinate the management of growth and development in areas supporting oil sands development

What it means In February 2007, the Oil Sands Ministerial Strategy Committee issued its report on oil sands areas of the province, *Investing in Our Future: Responding to the Rapid Growth of Oil Sands Development.* This report provides 30 recommendations to address the current and anticipated challenges from growth and development in oil sands areas. The report recommended the government establish an Oil Sands Sustainable Development Secretariat. Through the leadership of the Secretariat and in collaboration with ministries, industry, community and other stakeholders, an integrated and coordinated approach to managing the oil sands areas will be developed.

Strategies

5.1 Lead the development and implementation of a common approach to addressing the social, environmental and economic impacts of the oils sands areas by collaborating with ministries, industry, communities and other stakeholders.

5.2 Lead the development and coordinated implementation of the government's response to the Oil Sands Ministerial Strategy Committee Report, *Investing in Our Future: Responding to the Rapid Growth of Oil Sands Development.*

5.3 Lead the development and coordinated implementation of the government's response to the Oil Sands Consultation Multi-Stakeholder Report and the Oil Sands Consultation Aboriginal Report.

Performance Measure Under Development

A new performance measure under development for this goal is a work plan for implementing "*Investing in Our Future*" recommendations.

The targets: developed (2008-09); completed (2009-10); implemented (2010-11)

CORPORATE HUMAN RESOURCES

BUSINESS PLAN 2008-11

Corporate Human Resources, as part of the Ministry of Treasury Board, is the corporate human resources arm of the Government of Alberta. Corporate Human Resources collaborates with other ministries to develop government-wide human resource strategies and policies so public service employees are inspired to do their best work on behalf of Albertans.

VISION

Alberta's Public Service – Proudly working together to build a stronger province for current and future generations.

MISSION

Lead and collaborate with ministries to develop and deliver corporate human resource management policies, programs and practices to attract, engage and develop the employees needed to achieve government goals and priorities.

Our Values: **Respect, Accountability, Integrity, Excellence**

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Government of Alberta Goal	Corporate Human Resources
Goal 4: Alberta will have a financially stable, open and accountable government and maintain its strong position nationally and internationally.	• Corporate Human Resources supports an open and accountable government by ensuring the Alberta Public Service has: • an effective human resource policy framework, and • a cross-government workforce plan that ensures an engaged public service positioned to attract employees and meet emerging and diverse government goals.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

As an employer, the Government of Alberta operates in an environment with changing demographics and economic trends, as well as a competitive labour market.

Corporate Human Resources provides leadership in human resource management and works with other ministries to develop innovative and leading human resource practices designed to support the delivery of quality service to Albertans. To effectively position the Alberta Public Service as an employer that offers a challenging, diverse and rewarding team environment, a number of opportunities and challenges have been identified:

Attract Talent
The Alberta Public Service needs to attract talent in a competitive labour market where the demand for skilled and knowledgeable workers is high.

Develop Employees
The demographics of the Alberta Public Service indicate a significant number of employees are eligible to retire in the next 10 years. A strong emphasis is needed on learning and development to ensure employees with the knowledge, skills and competencies required to achieve the government's goals will be continuously available in the future.

Engage Employees
A dedicated workforce is needed to provide high quality services to Albertans. Continuously developing employees, building strong and positive workplace relationships, ensuring a safe and healthy work environment to support employee well being, and valuing employee contributions are examples of what the Alberta Government is doing to engage and retain employees.

STRATEGIC PRIORITIES 2008-11

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

CREATING AND PROTECTING OUR OPPORTUNITIES

1. **Implement Government of Alberta Attraction and Retention Strategies**

   Linkage: Goals 1 and 2

   Ensure the Government of Alberta has the skilled workforce needed to provide important public services in the future by implementing attraction and retention strategies. *The Alberta Public Service (APS) Workforce Plan* is developed and implemented in collaboration with Deputy Ministers, the human resource community, and other key stakeholders. Initiatives under the plan are focused on attracting, developing and engaging our employees. Further information on the plan and its initiatives can be found at **www.chr.alberta.ca/apsworkforceplan**.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Corporate Human Resources

Providing strategic leadership of human resource management in the Alberta public service.

GOAL ONE

1 An effective human resource policy framework for the Alberta public service

What it means A comprehensive policy framework for human resource management supports a quality and productive work environment and accountability for the management of human resources in the Alberta Public Service. The policy framework provides a corporate approach and includes the *Public Service Act* and associated Regulations, Human Resource Directives and the Collective Agreement. Corporate Human Resources provides support to ministries and the human resource community to ensure implementation of the human resource policy framework, through communication, education, consulting, service delivery and ongoing quality assurance.

Strategies

1.1 Working with key stakeholders, develop human resource policies to meet current and emerging business needs.

1.2 Support and promote implementation of common human resource policies across the public service.

Performance Measures Under Development
New performance measures will be developed for this goal. Baseline data for the new measures will be gathered by the 2008 CHR Stakeholder Survey. Baseline data will then be used to set targets for future business plans.

The new measures will be:
"Agreement that we have an effective human resource policy framework for the Alberta Public Service" and "Agreement that support was provided to implement common human resource policies."

GOAL TWO

2

A cross-government Workforce Plan that ensures an engaged public service positioned to attract employees and meet emerging and diverse government goals

What it means The ability to attract, develop and engage skilled and knowledgeable employees within the public service is critical to achieving government goals. The overall productivity and success of employees is supported through providing a positive and healthy work environment, with the Alberta Public Service values of respect, accountability, integrity and excellence as the foundation. Corporate Human Resources, in collaboration with ministries, provides leadership in the development of the *Alberta Public Service Workforce Plan*, and in the development and implementation of resulting initiatives. Our strong commitment to addressing human resource trends and issues across the public service contributes to ensuring there are talented employees to meet current and future challenges.

Strategies

2.1 Working with key stakeholders, develop a cross-government workforce plan that identifies effective strategies to build a stronger public service by attracting, developing and engaging talent.

2.2 Facilitate the development, implementation and communication of specific cross-government initiatives from the *Workforce Plan*, in collaboration with key stakeholders.

Performance Measures Under Development
New performance measures will be developed for this goal. Baseline data for the new measures will be gathered by the 2008 CHR Stakeholder Survey. Baseline data will then be used to set targets for future business plans.

The new measures will be:
"Agreement that, overall, the Workforce Plan identifies effective strategies to attract, develop and engage APS employees" and
"Agreement that, overall, effective support was provided to develop, implement and communicate specific cross-government initiatives from the Workforce Plan."

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Spending Management and Planning	2,653	4,381	3,894	4,839	4,932	5,050
Strategic Capital Planning	6,282	13,978	8,295	29,770	34,228	41,593
Accountability in Government	3,094	6,113	4,880	6,404	6,640	6,777
Support Strategic Planning, Policy Development and Decision Making for Government	1,227	3,515	2,918	4,004	4,888	5,185
Corporate Human Resources	24,714	22,140	22,510	23,347	24,098	24,746
MINISTRY EXPENSE	37,970	50,127	42,497	68,364	74,786	83,351

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	Comparable 2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
REVENUE						
Other Revenue	132	-	19	-	-	-
MINISTRY REVENUE	132	-	19	-	-	-
EXPENSE						
Program						
Ministry Support Services	414	1,616	1,795	2,260	2,304	2,343
Oil Sands Sustainable Development Secretariat	17	1,332	1,057	1,931	3,508	3,983
Corporate Internal Audit Services	2,238	4,906	3,823	4,855	5,097	5,185
Office of the Controller	1,884	3,033	2,269	3,237	3,311	3,399
Spending Management and Planning	2,445	3,825	3,278	4,100	4,178	4,282
Strategic Capital Planning *	753	6,884	1,995	17,968	21,529	27,247
Alternative Capital Financing Office	5	1,707	691	5,796	5,786	7,111
Air Services	5,458	4,684	4,863	4,820	4,925	5,005
Corporate Human Resources	23,827	20,140	20,510	21,347	22,098	22,746
Valuation Adjustments and Other Provisions	929	2,000	2,216	2,050	2,050	2,050
MINISTRY EXPENSE	37,970	50,127	42,497	68,364	74,786	83,351
Gain (Loss) on Disposal of Capital Assets	(300)	-	(201)	-	-	-
NET OPERATING RESULT	(38,138)	(50,127)	(42,679)	(68,364)	(74,786)	(83,351)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	2006-07 Actual	Comparable 2007-08 Budget	Comparable 2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Ministry Revenue	132	-	19	-	-	-
Inter-ministry consolidation adjustments	(132)	-	-	-	-	-
Consolidated Revenue	-	-	19	-	-	-
Ministry Expense	37,970	50,127	42,497	68,364	74,786	83,351
Inter-ministry consolidation adjustments	(132)	-	-	-	-	-
Consolidated Expense	**37,838**	**50,127**	**42,497**	**68,364**	**74,786**	**83,351**
Gain (Loss) on Disposal of Capital Assets	(300)	-	(201)	-	-	-
CONSOLIDATED NET OPERATING RESULT	(38,138)	(50,127)	(42,679)	(68,364)	(74,786)	(83,351)

* This program includes Capital Planning Funds which are transferred to other ministries as projects are approved for capital planning and preliminary design. In 2008-09, $15,372,000 is available for this purpose.

Alberta Heritage Savings Trust Fund

BUSINESS PLAN 2008-11

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The Business Plan was reviewed and approved by Treasury Board on January 16, 2008, and was subsequently updated to reflect the most current information available. It is available for review and approval by the Legislature's Standing Committee on the Alberta Heritage Savings Trust Fund in due course.

STATUTORY MISSION

To provide prudent stewardship of the savings from Alberta's non-renewable resources by providing the greatest financial returns on those savings for current and future generations of Albertans.

BACKGROUND

The Alberta Heritage Savings Trust Fund (Heritage Fund) was created in 1976 to save a portion of Alberta's non-renewable resource revenue. From inception until 1987, the government set aside part of the Province's oil and gas revenue in the Fund. Since 1982 income from the Fund has been transferred to the General Revenue Fund and, to date, over $30 billion has been made available to fund Albertans' priorities such as health care, education and infrastructure.

The Fund is managed as an endowment fund with the goal to maximize long-term returns at a prudent level of risk. The Fund is not to be used for economic development or social investment purposes.

Past public consultations have confirmed the importance of the Heritage Fund as an endowment, underscoring the need to preserve its real value over the long-term. The *Alberta Heritage Savings Trust Fund Act* includes an inflation-proofing provision requiring a portion of Heritage Fund income to be retained to protect its real value. Regular inflation-proofing of the Heritage Fund started in 2005-06 once the Province's accumulated debt was eliminated.

The Fund consists of investments in bonds, public and private equities, hedge funds, derivatives, real estate and other real asset investments such as infrastructure and timberlands. The assets of the Heritage Fund are globally diversified with investments in Canada, the United States, Europe, Asia, and the Far East.

Assets and income of the Heritage Fund are fully consolidated with the assets and revenue of the Province. All income earned during a fiscal year, except for amounts retained for inflation-proofing, is transferred to the Province's General Revenue Fund and is used to help pay for government programs and services.

In 2007-08, income of the Heritage Fund is forecast to be approximately $938 million. Of this amount, $466 million will be retained in the Fund to provide the inflation-proofing required by legislation with the remainder transferred to the government's General Revenue Fund. As a result of unanticipated surpluses, $937 million[1] is available for deposit into the Heritage Fund to grow its real value. In 2007-08, $918 million was deposited in the Heritage Fund with the remaining amount, that is currently forecast at $19 million, to be deposited in 2008-09.

Note:

[1] The amount of this transfer may change based on the year-end results.

FUND GOVERNANCE

The Minister of Finance and Enterprise is responsible for the management and investment of the Fund and is required to report on the performance of the Fund within 60 days of the end of each quarter and make public the annual report within 90 days of the end of the fiscal year. The Minister of Finance and Enterprise prepares the business plan and presents it for approval to Treasury Board and the Standing Committee on the Alberta Heritage Savings Trust Fund.

When investing the assets of the Fund, the *Alberta Heritage Savings Trust Fund Act* requires the Minister to adhere to investment policies, standards and procedures that a reasonable and prudent person would apply in respect of a portfolio of investments to avoid undue risk of loss and obtain a reasonable return.

The *Alberta Heritage Savings Trust Fund Act* requires there to be a Standing Committee on the Alberta Heritage Savings Trust Fund which has representation from the major parties of the Legislature. The Standing Committee reviews quarterly reports and approves the business plan and annual report of the Fund. The Committee reviews the performance of the Fund after each fiscal year end and reports to the Legislature whether the mission of the Heritage Fund is being fulfilled. An annual public meeting of the Standing Committee is held in different locations in the province. The purpose of these meetings is to update Albertans on the management of the Fund, answer questions and solicit input on its objectives.

The Minister of Finance and Enterprise is responsible for establishing the investment policy for the Fund. The Finance and Enterprise department provides portfolio analysis, research and investment strategy advice to the Minister. In 2003, the Minister established the Endowment Fund Policy Committee, adding private sector advice to the formulation of the Fund's investment policies. The Committee reviews and makes recommendations to the Minister of Finance and Enterprise with respect to the business plan and investment policy statements of the Fund. The Committee meets regularly to review performance and fund management.

The investments of the Heritage Fund are managed by Alberta Investment Management Corporation (AIMCo) in accordance with the investment policies set out by the Minister of Finance and Enterprise. Some assets are managed directly by AIMCo personnel, while others are managed by external managers engaged and overseen by AIMCo.

The Auditor General is the auditor of the Heritage Fund.

GOALS, STRATEGIES & PERFORMANCE MEASURES

GOAL ONE 1

Maximize long-term returns at a prudent level of risk

What it means Investment income from the Heritage Fund is an important component of the government's fiscal plan. All Fund income, except for amounts retained for inflation proofing, is transferred to the General Revenue Fund and used to fund Albertans' priorities. Income for this purpose is determined using accounting conventions and is generally defined as interest income, dividend income and realized capital gains or losses In order to provide the most benefit to Albertans, the fund must focus on maximizing returns over the long-term. However, the higher the return target, the higher the level of risk in the portfolio needed to obtain the target. Therefore, the Fund must adopt a prudent investment strategy that balances the level of risk with the goal of high portfolio returns.

The *Alberta Heritage Savings Trust Fund Act* provides for the maintenance of the Fund's real value by requiring the Heritage Fund to be inflation-proofed.

Strategies

1.1 Maintain and implement an asset mix that targets maximum long-term returns for the entire portfolio of investments with a prudent level of risk. The Heritage Fund's current Investment Policy Statement, established by the Minister of Finance and Enterprise, sets outs the policy asset mix which is shown in Table 1 for information. This policy asset mix calls for globally diversified investments in both public and private equity, fixed income and real assets.

1.2 Through an on-going review process, ensure the asset mix remains optimal for achieving the goal of maximizing long-term returns at a prudent level of risk.

1.3 Retain investment managers who employ active management strategies with the objective of adding value above the benchmark portfolio without assuming undue risk.

Performance Measures	Last Actual (2006-07)	Target 2006-07	Target 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Five year Annualized Benchmark return[1 2]	7.7%	6.8%	6.8%	6.8%	6.8%	6.8%
Five year Annualized Active Management value added[3 4]	1.1%	0.50%	0.52%	0.57%	0.67%	0.77%
One year Active Management value added	1.3%	0.50%	0.60%	0.75%	1.00%	1.00%

Notes:

1 The Benchmark return target has been set as the Canadian Consumer Price Index (CPI) + 4.5%. The 5 year annualized Consumer Price Index measure is 2.33%.

2 Benchmark return is used to determine whether the asset mix as set out in the investment policy statement is achieving expected returns prior to any value added by active investment management.

3 All returns are net of fees unless otherwise noted.

4 Active management return is used to measure the impact of active fund management on investment performance. It is calculated as the difference between actual investment returns and the Benchmark return.

TABLE 1: Current Policy Allocation and Benchmarks

Allocation	Policy Benchmark[1]	Actual Asset Mix at Jan. 31, 2008[2]	Long-Term Target Asset Mix
Cash & Absolute Return Strategies			
Money Market	DEX 91-Day Treasury Bill	0.3%	1.0%
Absolute Return Strategies	HFRX Global Investable Index – Hedged C$	5.7%	6.0%
Fixed Income			
Public Fixed Income	DEX Universe Bond Index	31.7%	24.0%
Inflation Sensitive			
Real Estate	Investment Property Databank Large Institutional Property Index	11.3%	10.0%
Private Income[3]	CPI + 6%	1.8%	6.0%
Timberland[3]	CPI + 4%	0.5%	2.0%
Equities[4]			
Canadian	Standard & Poor's / TSX Composite Index	16.7%	15.0%
US	Standard & Poor's 1500 Index	14.5%	15.0%
Non-North American	Morgan Stanley Capital International Europe, Australasia, Far East	14.2%	15.0%
Private Equity[3]	CPI + 8%	3.3%	6.0%
Total		**100.0%**	**100.0%**
Overlay Strategies			
Active Currency Overlay[5]		3.9%	5.0%
Absolute Return Strategies Overlay[6]		3.4%	5.0%

Notes:

1 Descriptions of the various benchmarks are shown in Appendix B.

2 Asset mix is shown on fair value basis.

3 Higher allocations to private income, private equity and timberlands will be subject to the availability of attractive opportunities. There is generally a delay in completing allocations to these asset classes as actual dollar draw-downs lag fund commitments.

4 Long/short investing is allowed in some select equity classes. The long-term target weight reflects the net target exposure.

5 Allocations to active currency overlays are shown as targeted notional exposure. These strategies have notional exposure to various currencies, but generally have near zero net exposure.

6 Absolute return strategy overlays are investments in absolute return strategies that are used in conjunction with public equity indices to enhance portfolio returns.

RISKS TO ACHIEVING GOAL AND PERFORMANCE MEASURES

If the Fund's income is less than expected, the government fiscal plan may be affected. The return on risk-free assets such as Government of Canada bonds alone will not provide sufficient long-term returns. Assets that have some measure of volatility in their returns must be included in the portfolio in order for the Fund to meet its objectives. Therefore, investment returns and income will vary significantly from year to year and may underperform investment expectations for extended periods of time for the following reasons:

- Diversification among various asset classes lowers but does not eliminate the risk of loss.

- Equities have historically provided investors with higher total returns (dividends and capital gains) than fixed income investments. However, dividend yields in general are lower than interest rates, so an equity portfolio will provide lower current income while the magnitude and timing of capital gains are uncertain. There have been extended periods of negative returns from equities in the past.

- A well implemented private equity portfolio can provide investment returns above those of public equities. However, by their nature, private equity investments are riskier than public equity investments and are associated with an investment horizon of five to ten years to realize investment gains. Private equity investments are subject to risks such as illiquidity and potentially large or total investment loss.

- Private income investments such as infrastructure investments, bridge loans, and other corporate financing arrangements, provide current income, diversification and an inflation hedge. However, these types of investments are subject to a number of risks, including illiquidity, loss of principal and reduced income.

- Absolute returns strategies have gained prominence in recent years with an expectation of stable returns. However, this market is very fragmented with investment fees above those of traditional managers. In some cases there have been large losses sustained in the industry by otherwise well informed and highly professional investors. Manager selection and oversight are therefore critical to successful implementation.

GOAL TWO 2

Ensure the transparency of the Heritage Fund's objectives and results for Albertans

What it means Published reports and news releases will provide Albertans with access to information to enhance understanding of the Heritage Fund.

Strategies

2.1 Release quarterly and annual reports on a timely basis in simple, understandable language.

2.2 Release summary reports of the Heritage Fund's investment activities and results for Albertans on a timely basis.

2.3 Publish the Heritage Fund Business Plan annually.

2.4 The Legislature's Standing Committee holds annual public meetings around Alberta to report on the Heritage Fund's results and to answer questions on the Fund's performance.

Performance Measures

- Timeliness of reports and public accountability meetings.
- Annual report will be released by June 30 of each year.
- Quarterly reports will be released within two months after the end of the quarter.

INCOME AND EXPENSES

TABLE 2: Heritage Fund Income Forecast

Forecast Annual Income ($millions)	Last Actual (2006-07)	2007-08	2008-09	2009-10	2010-11
Unconsolidated investment income	1,650	938	774	1,097	1,175
Fund Management & Administrative Expenses[1]	(2)	(4)	(5)	(5)	(5)
Amounts retained for inflation-proofing	283	466	279	334	340
Transfer to General Revenue Fund	(1,365)	(468)	(490)	(758)	(830)
Transfer to Heritage Fund	1,250[2]	937[3]			
Forecast fair value of the Fund ($billions)	16.5	16.5	17.4	18.1	18.7

Notes:

1 Fund Management and Administrative expenses include both direct and indirect administrative expenses of AIMCo and the Finance and Enterprise Department. Expenses include staff time, supplies and services, investment service costs and advisory services for cost recovery purposes.

2 $250 million of this allocation was for the Access to the Future Fund.

3 For 2007-08, the transfer to the Heritage Fund from the unanticipated surplus is subject to change in accordance with the province's surplus allocation policy. This transfer may change based on the year-end results. In 2007-08, $918 million was deposited in the Heritage Fund with the remaining amount, that is currently forecast at $19 million, to be deposited in 2008-09.

Forecasted income for the Fund in future years is lower than actual income in 2006-07 and the forecast for 2007-08. The reason is that the forecasts are based on long-term, normalized capital market return expectations. In recent years, the performance of capital markets in general has exceeded these expectations. Therefore the Fund has generated more income in recent years than the long-term average expected return.

The Heritage Fund income forecast is supported by the assumptions shown in Appendix A.

- The income forecasts include interest income, dividend income and realized capital gains or losses.

- Capital gains and losses on traditional investments are not recognized as income until the investment is sold or, given a significant loss that is expected to be permanent, is written down. Therefore, gains and losses that are included in reported market value rates of return may not be immediately reflected in income reported in the financial statements. (In the case of equity index swaps and futures contracts, gains and losses are realized in income as they occur.)

- The Heritage Fund records investments at cost, which exclude unrealized gains and losses. The fair value of investments is provided for information purposes. The Canadian Institute of Chartered Accountants public sector accounting standards regarding the accounting and reporting of financial instruments at fair value for governments are currently under review.

- Actual income and fair value results will vary from projections based on the extent to which actual market returns and interest rates vary from the assumptions used.

RISKS TO THE INVESTMENT INCOME FORECAST

- Fund income is dependant on both cash income (e.g. from dividends and interest) and realized capital gains (losses). Although cash income is relatively stable, capital gains are uncertain and subject to large variance.

- If equity returns are lower than assumed, investment income could be lower because stocks in the Fund could be sold for smaller gains than anticipated, or possibly for losses, depending on the extent of turnover in the various equity portfolios.

- If interest rates go up, the market price of bonds held by the Fund would typically decline. Sales of these bonds would produce smaller gains than expected, or, perhaps, losses, depending on the amount and timing of turnover in the portfolio.

- There are other risks in the portfolio including exchange rate movements and commodity price changes. The Fund has investments in foreign assets such as U.S. equities which are not hedged into Canadian dollars. If the Canadian dollar were to appreciate then this would detract from return. However, the Fund's investments in absolute return strategies, private income and foreign private real estate are hedged to the fullest extent practical, while fair value currency exposure of timberland is hedged. The Fund also has investments in commodity-based securities, such as timberland, which are sensitive to fluctuations in commodity prices.

TABLE 3: Heritage Fund Investment Expense Forecast[1]

Forecast Annual Investment Expenses ($millions)	**Last Actual (2006-07)**	**2007-08**	**2008-09**	**2009-10**	**2010-11**
Total Annual Expenses	55.0	64.0	72.6	80.7	88.3
As a percentage of fair value	0.33%	0.39%	0.42%	0.45%	0.47%

Notes:

1 Due to factors such as differences in assumed and actual experience in asset class allocations and growth in the size of the Heritage Fund, actual expenses may differ from forecast expenses. Forecasted expenses do not include external manager performance fees. The forecast reflects a change in methodology as compared to prior years' business plans. Salaries for internal staff previously allocated to direct management costs have been reclassified to the appropriate pools. Most notably, expenses in certain alternative asset classes have been forecasted based on committed capital. In 2008-09, a new cost system will be used to report Heritage Fund expenses.

- After fees, active management of the Fund produced approximately $200 million of added value in 2006-07.
- The Fund has recently increased its target allocation to such asset classes as Private Income and Private Equity and expects further increases in the future. These products are generally more expensive to run than traditional public equities and bonds. Therefore fees in both absolute terms and as a percentage of fair value are expected to rise. The increase to expected returns is expected to more than offset the increase in fees.

APPENDIX A:

Return and Asset Mix Assumptions

Long-Term Capital Market Rate of Return Expectations	
Canadian public equities	8.00%
Foreign public equities	8.00%
Real estate	8.00%
Private Equity	11.00%
Private Income	9.00%
Timberland	8.00%
Absolute return strategies	6.75%
Value added by Active Management (total fund)	0.60%

Budget Assumptions	**2007-08**	**2008-09**	**2009-10**	**2010-11**
10-year bond rate	4.18%	3.50%	4.45%	4.75%
C$/US$ exchange rate	1.030	1.013	1.042	1.042

Asset Mix Weights[1]	
Money market	1%
Absolute return strategies	6%
Fixed income	24%
Real estate	10%
Public equities	45%
Private investments	12%
Timberland	2%

Note:

[1] These are the long term asset mix weights assumed in the forecast model to forecast for future years. For 2007-08 we use actual asset weights up to and including January 31, 2008 and revert back to long term asset mix assumptions for the remainder of the forecast period.

APPENDIX B:

Definitions of Benchmark Indices

Consumer Price Index

Measures the rate of inflation in Canada as published by Statistics Canada.

HFRX Global Investable Index (Hedged C$)

An index maintained by the Hedge Fund Research, Inc. that utilizes an objective rules-based methodology to diversify across hedge fund managers that have low correlations to traditional asset classes. This index is rebalanced quarterly and is passively investable. This is a U.S. dollar denominated index where the U.S. currency exposure is passively hedged back into Canadian dollars.

ICREIM/IPD Large Institutional All Property Index
An index maintained by the Institute of Canadian Real Estate Investment Managers/Investment Property Databank that measures the total return from the six largest Canadian peer funds, which individually have real estate portfolios valued greater than $1.5 billion.

Morgan Stanley Capital International Europe, Australasia, Far East Index
An index maintained by the MSCI Index Committee that is designed to measure developed public market equity performance, excluding the U.S. and Canada. As of December 2006, the MSCI EAFE Index consisted of 21 developed market country indices representing approximately 85% of the market value of securities listed in the included countries.

S&P/TSX Composite Index
An index maintained by the S&P/TSX Canadian Index Policy Committee that measures the return on the largest companies and trust units listed on the Toronto Stock Exchange.

DEX 91-day T-Bill Index
An index maintained by PC Bond that represents the performance of Government of Canada 91 day Treasury Bills.

DEX Universe Bond Index
An index maintained by PC Bond that tracks the performance of most marketable, domestically issued, Canadian bonds with terms to maturity of more than one year. This index is comprised of Canada's, provincial, municipal and AAA-through BBB-rated corporate issuers.

Standard & Poor's Composite 1500 Index
An index maintained by the Standard & Poor's Index Committee that combines the S&P 500, S&P MidCap 400, and S&P SmallCap 600 indices to create a broad market portfolio representing approximately 90% of the market value of U.S. public equities.

APPENDIX C:

Definitions of Terms Used in the Business Plan

Absolute Return Strategy
Absolute return strategies encompass a wide variety of investments with the objective of realizing positive returns regardless of the overall market direction. Investments in absolute return strategies are made through multi-hedge fund-of-funds and direct investments to increase strategy diversification.

Active Management
Managing the investments of a portfolio with the objective of outperforming the return of its benchmark. Active management generally takes two forms – security selection or asset allocation decisions. Security selection is the buying and selling of particular securities to earn a return above a market index. Asset allocation refers to changing asset class or sector weights to earn a return above what would be available from maintaining the asset class or sector weight in the benchmark.

Asset Allocation
The investment process by which the investment manager chooses or allocates funds among broad asset classes such as stocks and bonds.

Asset (or Investment) Class
Refers to a broad category of investments with similar characteristics (the typical asset classes are cash, stocks, bonds and real estate).

Benchmark

A standard against which performance is measured. Common benchmarks used in investment management are the DEX Universe Bond Index for Canadian fixed income, the S&P/TSX Composite Index for Canadian public equities, the S&P 1500 Index for U.S. public equities, among others.

Bond

A bond is a financial instrument representing a debt where the issuer (corporation or government) promises to pay to the holder a specific rate of interest over the life of the bond. On the bond's maturity date, the principal is repaid in full to the holder.

Capital Gain (or Capital Loss)

The market value received on the sale of an asset, which is higher (lower) than its purchase price (also called cost or book value). If an asset is bought for $50 and sold for $75, the realized capital gain or profit is $25.

Diversification

Diversification is a process of allocation of investment assets within an Asset Class and among asset classes. Diversification is intended to reduce risk.

Dividends

Earnings distributed to shareholders of a company, proportionate to their ownership interest.

Equities

Equities are synonymously called stocks or shares and represent an ownership interest in a company (could be either a public or private firm). Shareholders normally have voting rights and may receive dividends based on their proportionate ownership.

Fixed Income Securities

An investment that is required to pay a fixed interest rate at periodic intervals such as bonds, mortgages and debentures.

Inflation

Increases in the general price level of goods and services. Inflation is one of the major risks to investors over the long-term as savings may actually buy less in the future.

Investment Grade

An investment grade bond is rated a minimum of BBB (or equivalent) by a rating agency, with AAA being the highest grade. Bonds rated below BBB are generally classified as being speculative grade and carry higher levels of credit risk than investment grade bonds (i.e., they have a higher probability of default on interest or principal payments).

Liquidity

The ease with which an investor can buy or sell an investment at a fair market price.

Money Market Instruments

Debt instruments such as Treasury Bills or corporate paper with a maturity of less than one year.

Nominal Rate of Return

A measure of the earnings performance of a fund measured in current dollars.

Overlay

A portfolio construction technique where the return and risk of an overlay strategy are added to another portfolio's returns without needing to transact in the underlying investments. To achieve this, the overlay strategy is usually executed with derivative securities on an unfunded basis, where notional exposure exceeds the invested capital. The overlay strategy modifies the risk exposure of the underlying investments

Portfolio

A collection of investments owned by an investor.

Private Equity

An equity investment in a private (not publicly traded) company.

Private Income

A private investment that is structured to provide high current income. Examples of investment opportunities considered to be private income include infrastructure projects, bridge loans and corporate finance arrangements.

Real Rate of Return

The nominal rate of return minus the rate of inflation.

Realized/Unrealized

Terms generally used to describe capital gains or losses. A gain or loss is generally realized when an asset is sold; prior to sale the gain or loss is unrealized and it is only a potential or "paper" gain or loss.

Swaps

Financial agreements whereby counterparties agree to exchange the returns they earn on their respective assets. For example, an investor might swap the return from his bond portfolio for the returns of another investor's stocks and vice versa.

Timberland

Refers to investment in privately owned areas of woodland; that is, forested areas consisting of both hardwood and softwood species. When responsibly managed, timberland investments are a renewable and sustainable resource that responds to demand for lumber and paper products, and provides benefits such as diversification, an inflation hedge, and relatively high yield within the context of a portfolio.

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